

# Stable Shadow Employee Deployment Handbook



November 2011

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## INTRODUCTION

The Stable Shadow program is a Headquarters, Department of the Army, G-2 program.

Historically, civilians have played an important role in the conduct of U.S. military operations. More recently, Army civilians have established themselves as an integral and vital part of America's Army team. With distinction, they perform critical duties in virtually every functional facet of Combat Support and Combat Service Support, both at home and abroad. Serving beside their deployed uniformed compatriots they also provide the critical skills necessary to assure the availability of essential combat systems and weaponry; thereby maximizing the fighting capability of the combat Soldier and success of the Army wartime and emergency mission.

This Stable Shadow Employee Handbook has been prepared to inform Stable Shadow Army civilian employees, management officials, and the Field Commanders of policies and procedures that affect civilian deployment issues. The information in this guide is applicable to deployments OCONUS and in support of military exercises. The basis of this pamphlet is DOD Directive 1404.10, Emergency Essential (EE) DOD U.S. Citizen Employees and AR 690-11, Planning for Use and Management of Civilian Personnel in Support of Military Contingency Operations. This information is accurate as of the current date, but is subject to change based on evolving Department of Defense directives, policies, and procedures. This information will be updated on a periodic basis as required.

We welcome your recommendations, comments and questions. Please address them to HQDA, DCS G-2, ATTN: DAMI-ZXM 1000 Army Pentagon, Washington, DC 20310-1000. Telephone: DSN 221-9276, COMM 703-695-9276, FAX 703-695-3070.

## **PURPOSE OF THE STABLE SHADOW PROGRAM**

The Stable Shadow Program was implemented in Fiscal Year 2006 and is managed by HQDA G-2. The purpose of the Stable Shadow Program is to resource critical Military Intelligence (MI) shortages within US Central Command (CENTCOM) and US Africa Command (AFRICOM) areas of responsibility (AOR) by identifying qualified civilians, contractors or former military personnel for employment and deployment as temporary DA civilians in Lieu of (ILO) military personnel.

## **EMERGENCY ESSENTIAL DESIGNATION**

An Emergency Essential (EE) position is a civilian position located overseas or one that would be transferred overseas during a crisis situation. An EE position is required to ensure the success of combat operations or to support combat essential systems subsequent to mobilization or an evacuation order. The position cannot be converted to a military position because it requires uninterrupted performance to provide immediate and continuing support for combat operations or support maintenance and repair of combat essential systems.

Due to unforeseen circumstances or the exigencies of a particular crisis, it may become necessary to identify positions as EE that have not been previously identified as such. These positions may be located in the overseas area or they may be positions to which an employee in the United States would be sent on temporary duty to the location of the crisis or other such emergency.

All Stable Shadow personnel are considered Emergency Essential (EE) employees and are required to have a signed "DOD Civilian Employee Overseas Emergency - Essential Position Agreement" (DD Form 2365) on file. All Stable Shadow personnel will be in an EE status for the duration of the assignment.

REFERENCE:  
DoDD 1404.10

## COMMAND AND CONTROL

Stable Shadow employees are under the direct command and control of the on-site supervisory chain. However, they cannot be directly supervised by another Stable Shadow employee. The on-site supervisory chain will perform the normal supervisory functions which include: ensure accuracy of timecard submissions, complete performance evaluations, assign tasks/assignments, and recognition and disciplinary actions (if necessary).

REFERENCE:  
AR 690-700, Chapter 751

## LEGAL ASSISTANCE

AR 27-3, The Army Legal Assistance Program, covers eligibility for legal assistance relating to matters of deployment and is available to Stable Shadow civilians notified of deployment and their families. Legal assistance will be available for the period of deployment and is limited to matters related to the deployment as determined by the on-site supervising attorney. These services normally include such things as preparation of wills and powers of attorney, and basic income tax assistance. Additionally, legal assistance is authorized for employees and family members for a reasonable period, as determined by the on-site supervising attorney, after the employee returns from deployment to close out ongoing legal assistance matters that arose before or during the deployment.

REFERENCE:  
AR 27-3, Legal Assistance Program

## MOBILITY AGREEMENTS

Stable Shadow employees once deployed to a location remain at that location for the duration of assignment. However, since SS employees are serving the needs of the Commander in theater, reassignment in theater may be necessary. Therefore, all SS employees are required to sign a mobility agreement acknowledging that mobility is a condition of employment and that they will accept, without objection, reassignments made in the best interest of the HQDA, G-2 Stable Shadow Program and the supporting theater command.

## FAMILY ASSISTANCE

Few other professions present the challenge to family life as being part of national defense. Research and recent experiences have shown that Army readiness is enhanced when Soldiers and civilians ensure their families are prepared to meet diverse situations. The Army Family Team Building program (AFTB) is in place to support the **Total Army Family**. The Total Army Family is defined as Soldiers (active and reserve), DA Civilians, retirees, and family members. AFTB and Army One Source are programs developed to help the Total Army Family. The AFTB program incorporates existing training with newly developed training to enhance family readiness. Stable Shadow employees assigned to and deploying in support of unit operations are encouraged to participate in the Family Support Group (FSG). FSGs are an extension of the unit and consist of family members, volunteers and Army personnel belonging to the unit who

are not forward deployed. The FSG is a command sponsored activity to enable people with the unit/organization to help one another. FSGs create a unique atmosphere of mutual concern and care among organizational families. The FSG provides a vital link with the home station commander and family assistance centers during deployments to answer family member questions and assist in meeting their needs. Participation in a family support group is strongly encouraged, but not mandated.

Stable Shadow employees bear the brunt of the responsibility for preparing their families for the challenges of deployment. SS employees deployed in support of a military contingency or emergency should use a family checklist to assist in helping their family focus on issues that may arise after the employee has departed and also helps prepare the employee for deployment. Using the in-place Army family assistance programs will help maintain and/or enhance the quality of life and well-being while the family member is deployed. The goal of family assistance is to provide support services to eligible family members at, or near their hometown or home installation. Deployed Stable Shadow employee family members are eligible for assistance. Information on nearest locations and support available can be found at Army One Source at <http://www.myarmyonesource.com/default.aspx> or 1-877-811-ARMY. These services will normally include:

- **Pre-Deployment**
  - Assist in establishing support groups.
  - Orientations outlining available assistance.
  - Assist single parent and dual deploying families in preparing family care plans.
  - Coordinate with local and state human service assistance agencies.
  - Identify families with major problems that require special assistance.
- **Deployment**
  - Provide family assistance.
  - Assist casualty assistance officers in providing support to survivors.
  - Assist families in relocating. Provide support to waiting families.
  - Serve as sponsor for families with special needs.
  - Keep Commanders abreast of major problems.
- **Post-Deployment**
  - Establish groups to deal with reunification problems.

REFERENCE:

AR 608-1, Army Community Service Center

## Religious Support

The First Amendment of the United States Constitution guarantees every American the right to the free exercise of religion. Title 10 U.S. Code (USC) and Army Regulation (AR) 165-1, extends the protection of this right to all authorized personnel performing and supporting the Army mission. Commanders are responsible for those religious freedoms within their command. On behalf of the Commander, Chaplains coordinate a comprehensive religious ministry support plan that makes worship opportunities and pastoral care available to all members of the command to include Department of the Army Civilians and deployed civilian contractors. Chaplains provide or perform religious support. Chaplains provide for those religious services or practices that they cannot personally perform. Chaplains perform religious support when their actions are in accordance with the tenants or beliefs of their faith group.

Chaplain support may include the following:

- Provide and/or perform worship services, rites, sacraments, ordinances, pastoral care, pastoral counseling and religious education to nurture the living, care for the dying and honor the dead.
- Advise the command on morals and morale as affected by religion, the impact of local religions on the military mission, and the ethical impact of command decisions.

Examples of religious support may include:

- Worship, in accordance with one's faith when possible.
- Religious guidance, pastoral care and counsel.
- Observation of Holy Days and seasonal religious observances.
- Participation in rites, sacraments, and/or ordinances of one's faith.
- Practice of dietary laws.
- Medical treatment according to one's religious belief.
- Resolution of medical treatment challenges, religious apparel issues and dietary restrictions arising from one's religious belief.

A specific chaplain is assigned to provide religious coverage to each organization. Usually there is an area designated within the organization for religious support (i.e. worship services, pastoral care, etc). Look for the chaplain in the designated area. Otherwise, requests for religious support can go through the organization's Commander.

#### REFERENCES:

- a. AR 165-1, Army Chaplain Corps Activities
- b. FM 1-05, Religious Support
- c. JP 1-05, Religious Support in Joint Operations

## **AWARDS AND MEDALS**

Stable Shadow employees supporting theater operations may be eligible to receive honorary and/or monetary civilian award recognition in accordance with AR 672-20.

### **Honorary Awards:**

- Decoration for Exceptional Civilian Service
- Meritorious Civilian Service Award
- Superior Civilian Service Award
- Commander's Award for Civilian Service
- Achievement Medal for Civilian Service
- Certificate of Appreciation for Patriotic Civilian Service
- Civilian Award for Humanitarian Service
- Certificate of Achievement
- Commendation Certificate
- Certificate of Appreciation
- Armed Forces Civilian Service Medal
- Award for Outstanding Service in the Army Senior Executive Service
- Secretary of Defense Medal for Defense of Freedom i.e. (Purple Heart for Civilians)

### **Monetary Awards:**

- An organization may submit a monetary award for a Stable Shadow employee at *anytime* if the award is paid using **internal** organization funds.
- An employee must be assigned to the Stable Shadow Program for **18 months or more** before an organization can submit a request for a monetary award for a Stable Shadow employee to be paid using Stable Shadow funds. HQDA Operations leadership will be the final review and authorization for this award.

Submit all documentation (independent of the funding source) supporting a request for monetary awards to the Stable Shadow Administrator or Assistant for inclusion in the Stable Shadow employee's personnel file.

### **Quality Step Increase:**

A quality step increase (QSI) is only authorized for employees whose DCIPS evaluation rating is between a 4.5 and a 5.0. This is not an automatic increase, it is reserved for the highest performers.

- Justification for the QSI will consist of an Exceptional rating of record for the rating period.
- Submit the nomination (including a copy of the evaluation paperwork) to the HQDA Stable Shadow team for a QSI within 30 days of approval of the rating of record.

A QSI has the same effect on the employee's salary as a **within-grade-increase** (WGI). It moves the employee from one step of his or her grade to the next higher step. The QSI moves the employee to the higher step ahead of the normal required waiting period. QSIs increase an employee's salary costs for the subsequent fiscal year; therefore exercise judgment to ensure that only the "top" performers are recommended for this award.

### REFERENCE:

AR 672-20

## **MEDICAL SCREENING/PROCESSING**

All Stable Shadow Personnel deploying to theater must be medically (to include dental) and psychologically fit for deployment. Fitness specifically includes the ability to accomplish the tasks and duties unique to a particular operation, and ability to tolerate the environmental and operational conditions of the deployed location, including wear of protective equipment and use of required prophylactic medications.

### **Medical Guidance**

Stable Shadow employees are required to pass a pre-deployment physical examination. Employees must provide RI-CPAC a [DD Form 2808](#) showing that he/she is fit to perform the related functional requirements of the position.

### **Medical Entitlements**



Stable Shadow employees are entitled to full in-theater medical care, including pharmacy support, equivalent to that given to active duty military at no cost to the employee.

Stable Shadow employees who become ill or are injured while forward deployed in support of U.S. military forces engaged in hostilities are eligible for medical evacuation and health care treatment and services in Military Treatment Facilities (MTFs) at the same level and scope provided to military personnel. If medical evacuation is required from the contingency area of operations, use of the medical evacuation system is authorized at no cost to the employee.

Deployed Stable Shadow employees who are treated in theater continue to be eligible for treatment in an MTF or private sector medical facility for compensable illnesses, diseases, wounds or injuries under the Department of Labor (DoL) Office of Workers' Compensation Programs (OWCP). Additional information is provided in Medical Care Section, page ??

REFERENCE:

- a. DA Pam 690-47
- b. DA Pam 715-16
- c. OSD Memo dated 24 September 07

## Dental Guidance

Stable Shadow employees must provide the Rock Island Civilian Personnel Advisory Center (RI-CPAC) with a completed [DD Form 2813](#), Report of Dental Exam, signed by a dentist, to include their State License Number and dated within the last 12 months.

- The Army is not authorized to provide dental treatment necessary to attain a deployable dental readiness status. Stable Shadow employees are therefore responsible for obtaining required dental treatment at their own expense and must obtain a completed DD Form 2813 signed by their private dentist verifying this prior to departing their home station.
- A correctly completed DD Form 2813 is the only accepted valid documentation of predeployment dental status at the processing dental station for civilians.
- The DD Form 2813 must indicate that the Stable Shadow employee **does not have Class 3 dental disease (a dental problem that may cause an emergency within the next 12 months)**. See AR 40-35 for a detailed explanation of dental classifications.
- Directions on how to correctly complete the DD Form 2813 can be found on the Army Dental Care System Web page under the Reserve/Guard/Civilian/Sister Service Dental Requirements Mobilization Dental Deployment and Processing Requirements section at <https://www.dencom.army.mil/> under the Featured Pages column.
- If a Class 3 dental problem is discovered at the Army deployment processing station, the Stable Shadow employee will be determined non-deployable and will be informed of the required corrective action. They will, at their own expense, obtain the required dental treatment by a private dentist. If the Stable Shadow employee fails to take the appropriate corrective action, they will remain non-deployable and be removed from the Stable Shadow program.

Once a Stable Shadow employee deploys to theater, they are authorized emergency dental care via the Army operational dental treatment modules assigned within the combatant command.

## COMPENSATION

**Sure Pay/Direct Deposit:** In order to ensure continuation of pay while detailed to support deployed military operations, Army policy requires civilian employees to join a direct deposit/electronic funds transfer (DD/EFT) program at their home installation before deployment. Once under DD/EFT the employee must remain in the program. Salary deductions do not change while on deployment.

**Locality Pay or Local Market Supplement:** Stable Shadow employees deployed on Temporary Change of Station (TCS) orders will receive the Defense Civilian Intelligence Personnel System (DCIPS) Locality Pay at the District of Columbia rate. Because locality pay is typically not authorized for deployed/temporary DA Civilians, under DCIPS, the LMS replaces locality pay. LMS is based on the location of your official duty station, not where you live. Locality pay does not transfer with an employee from one pay area to another- the employee will receive the rate of pay that applies to new duty station.

### Local Market Supplement (LMS)

**Current Rates: Set annually by Secretary of Defense:** <http://dcps.dtic.mil/documents/2010%20DCIPS%20LMS%20Rates.pdf>

**Tax Status:** Taxable

**Reference(s):** 5 CFR (9901.332 AND 9901.333) (NSPS), Section 1602, Title 10, United States Code (DCIPS)

**Eligibility:** All DoD employees assigned (TDY) to IRAQ, AFGHANISTAN, or DJIBOUTI

### Danger Pay:

**Current Rates:** Set by Dept of State: 35% of base pay for Iraq and Afghanistan: [http://aoprals.state.gov/Web920/danger\\_pay\\_all.asp](http://aoprals.state.gov/Web920/danger_pay_all.asp)

**Tax Status:** Taxable

**Reference(s):** (DSSR 650, 920, 5 U.S.C. 5928)

**Eligible:** All DoD employees assigned (TDY/TCS) to IRAQ and AFGHANISTAN

**What to Submit:** SF-1190 (Foreign Allowances Application, Grant, and Report)

- Employees will be eligible to receive danger pay, calculated as a percentage of basic pay for regular duty hours only (currently 35% for Iraq, Afghanistan). Danger pay begins to accrue after four hours of service in-country, and is paid only for hours for which basic compensation is paid. As such, it is not earned for overtime or weekends, and is subject to change without notice. Danger Pay is terminated when a person leaves the country for which it is granted. As such, if an employee leaves the country for which Danger Pay is authorized, he/she must submit an updated SF-1190 indicating the period of time outside the specific country. Danger Pay will resume once the employee returns and any discrepancies with the dates on the SF-1190 will be rectified. Danger Pay is considered an "incentive" rather than a "reimbursement" and therefore is taxable. Danger Pay is additional compensation above basic compensation for service at designated Danger Pay posts where civil insurrection, terrorism, or war conditions threaten physical harm or imminent danger to all U.S. Government civilian employees. Neither overtime and other premium pay nor other allowances are factored into the calculation of Danger Pay.

- Example of Danger Pay: If employee's hourly rate is 50.00 then  $50.00 \times .35 = 17.5 \times 80$  hrs for the biweekly pay cycle.  $50.00 \times .35 = 17.5 \times 80 = \$1,400.00$  in additional compensation that the employee would receive for danger pay.

**Post Differential (Hardship Duty Pay):**

**Current Rates:** Set by Dept of State: 35% of base pay for Iraq and Afghanistan, 30% of base pay for Djibouti: <http://aoprals.state.gov/Web920/hardship.asp>

**Tax Status:** Taxable

**Reference(s):** (SR 500)

**Eligible:** All DoD employees assigned TCS (on date of arrival at post) to IRAQ, AFGHANISTAN or DJIBOUTI

**What to Submit:** SF-1190 (Foreign Allowances Application, Grant, and Report)

- Employees will be eligible for Post Differential in accordance with State Department regulations. It applies to service at places in foreign areas where conditions of the environment differ substantially from those in the United States. Post Differential is paid only for hours for which basic compensation is paid. As such, it is not earned for overtime or weekends, and is subject to change without notice.

**When Post Differential Starts for TCS Assignments:** Employees on TCS receive this differential on the date of arrival in theater.

**When Post Differential Ends for TCS Assignments:** Post Differential will terminate at the close of business on the earliest of the following dates:

- The date the employee commences travel under orders for a transfer;
- The date the employee commences travel under orders for travel to the U.S.
- The date of separation if the employee separates in the foreign area
- The date the employee departs the post for leave in the United States. However, if leave is taken in a foreign area en route to the United States, post differential ends when the employee arrives in the United States

**Hazardous Duty Pay (HDP)/Environmental Differential Pay (EDP):**

**Current Rates:** Set by the Office of Personnel Management: <http://frwebgate.access.gpo.gov/cgi-bin/getcfr.cgi?TITLE=5&PART=550&SUBPART=I&TYPE=TEXT>

**Tax Status:** Taxable

**Reference(s):** (5 U.S.C. 5545(d), 5548(b), 5 CFR part 550, subpart I, 5 CFR 532.511)

**Eligible:** All DoD employees assigned (TDY/TCS) to IRAQ, AFGHANISTAN, or DJIBOUTI

**What to Submit:** Management will determine if this pay is warranted

- Environmental Differential Pay (EDP) applies to Federal Wage System (FWS; WG, WL, WS) employees and Hazardous Duty Pay (HDP) applies to white-collar (GS&NSPS, and equivalent) employees. Danger pay may be paid concurrently with either EDP or HDP. HDP/EDP may be paid only to employees who are assigned hazardous duties or duties involving physical hardship for which a differential is authorized. It may not be paid to an employee who undertakes to perform a hazardous duty on his or her own, without proper authorization, either expressed or implied. (5 CFR 550.904(a)). EDP/HDP is paid for

exposure to hazards, physical hardships, or working conditions of an unusually severe nature that cannot be eliminated or significantly reduced by preventive measures, including the use of safety equipment and protective clothing.

- Management is responsible for determining whether the additional pay is warranted. An employee may receive no more than 35 percent of his or her rate of basic pay as Hazard duty pay. If an employee is covered by chapter 51 (Classification) and subchapter III of chapter 53 (General Schedule Pay Rates) of title 5, United States Code, then he or she may be eligible to receive hazardous duty pay. To receive hazardous duty pay, a General Schedule (GS) employee must also meet the requirements in 5 CFR 550.904 if a hazardous duty is performed on a day on which paid leave is taken. If an employee performs a hazardous duty for 1 hour and then takes annual leave for the 7 hours remaining in his or her workday, the employee is paid hazardous duty pay for the entire 8-hour workday. An employee may receive hazardous duty pay during overtime hours because an employee is in a pay status during overtime hours. However, the hazardous duty pay is computed on the employee's hourly rate of basic pay, not his or her hourly overtime rate. Hazardous duty pay may not be more than 25 percent of the employee's rate of basic pay. Hazard pay differentials are not payable to employees in occupations or jobs in which unusual physical risk is an inherent characteristic of the occupation or job, such as police officer, emergency medical technician, and test pilot.

**Employee's SF-1190 Responsibilities:** Prior to deployment (RI-CPAC will work with employees to prepare the SF-1190). **All SS employees must submit a SF-1190 and Foreign Location Record (Army) to RI-CPAC) upon each of the following events and within the prescribed timeframe:**

- Arrival in a foreign area (to begin entitlements, submit within one week)
- Each change in foreign duty location; can be round-trip for short periods, submit numerous changes together if occurring within a two-week period, one-way for extended periods (submit within two weeks)
- Departure and return to the assigned post, as would be the case for Rest and Recuperation (R&R) Trips (submit within two weeks)
- Final SF-1190 package (submit within four weeks). Employees must submit a "final" package to include a SF 1190 (signed by you and your supervisor at your home duty station), travel orders, and a copy of the submitted travel voucher/Foreign Location Record to the RI-CPAC within four weeks of the employees' return to CONUS (or home base duty station).
  - In order to include the required signatures, documents must be mailed, faxed, or scanned prior to forwarding (via email or other available mail service) to your servicing CPOC or equivalent human resource office of your home duty station. Employee's supervisor (**cannot be another Stable Shadow employee**) must sign the SF 1190 in block #22, Approving/Reviewing Official.

**Premium Pay:** Stable Shadow employees receive additional compensation for time worked outside of their regular shift (overtime – see below) and for time worked at night, on holidays, and on Sundays. Premium Pay is a taxable benefit. Premium Pay is computed by using Adjusted Rate of Pay (basic pay + locality pay or local market supplement).

- As in calendar years 2009 and 2010, the waiver authority in 2011 applies to covered employees to the extent that such premium pay would not cause the employee's aggregate amount of basic pay and premium pay payable in calendar year 2009 to exceed \$227,300 (See CPM 2009-26.), notwithstanding 5 U.S.C. 5547 (10 U.S.C 1601 – 1603 for DCIPS employees). Employees assigned to the CENTCOM or AFRICOM AOR for at least 42 days are deemed to meet the eligibility requirements for the increased premium pay cap.
- Eligibility for the waiver include employees who perform work while in an overseas location that (1) are in the area of responsibility of the Commander of CENTCOM or (2) were formerly in the CENTCOM area of responsibility but have been moved to the area of responsibility of the Commander of AFRICOM. The qualifying overseas work must meet one of two additional qualifying conditions:
  - Performance of work is in direct support of or directly related to a military operation (including a contingency operation as defined in 10 U.S.C. 101(a)(13)) or
  - Performance of work is in direct support of or directly related to an operation in response to an emergency declared by the President.

**Work Schedules:** Work schedules are determined by the local (deployed) commander and may include up to seven days.

- Commanders/supervisors are authorized to allow Stable Shadow employees to conduct physical fitness if required to support the ongoing mission, and to maintain an effective civilian workforce.
- RI-CPAC will provide timekeeping procedures prior to Stable Shadow personnel deploying in support of overseas contingency operations.
- Individuals are encouraged to submit time and attendance info to current/on-site supervisor via e-mail and "cc" permanent/parent command supervisor, timekeeper and/or payroll rep. Current/on-site supervisor will "reply to all", concurring or noting required changes; thus notifying all concerned of pertinent action. The RI-CPAC will enter approved time into pay system. **NOTE: supervisory approval is MANDATORY, not optional.**
- SS Term appointment tours shall not exceed 4 years. Consecutive deployments should generally will be approved based on mission requirements. After the 30 months in a deployed status, SS employees who extend for an additional 12 months must be re-evaluated to ensure that medical clearance requirements are met.

**Overtime:** All overtime must be ordered or approved, and work must be performed. The overtime rate of pay is linked to the Fair Labor Standards Act (FLSA) designation:

- FLSA Exempt – GREATER of 1.5x adjusted rate of pay for a GS-10 or employee's adjusted rate of pay
- FLSA Non-Exempt – pay is determined by multiplying the employee's "straight time rate of pay" by all overtime hours worked PLUS one-half of the employee's "hourly regular rate of pay" times all overtime hours worked. For example please see

<http://www.opm.gov/oca/pay/HTML/computeflsa.asp>

- ALL employees assigned to any foreign country, or any territory under the jurisdiction of the United States other than the following locations: a State of the United States, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, the Outer Continental Shelf Lands as defined in the Outer Continental Shelf Lands Act (67 Stat. 462), American Samoa, Guam, Midway Atoll, Wake Island, Johnston Island, and Palmyra for full workweeks are EXEMPT.

**Under 2011 General Schedule:**

**If employee's rate of basic pay is more than rate of basic pay for GS-10, step 1:** Use the greater of (1) the GS-10, step 1, hourly rate of basic pay multiplied by 1.5 OR (2) the employee's hourly rate of basic pay. (5 CFR 550.113)

- GS-10, step 1 = \$45,771.  $\$45,771 / 2,087 \text{ hours} = \$21.93$ .  $(\$21.93 \times 1.5 = \$32.90)$ .
- GS-14, step 1 = \$84,697.  $\$84,697 / 2,087 \text{ hours} = \$40.58$ .

**Night Differential:** Computed as 10 percent of adjusted rate of pay. Night differential is paid to the employee for regularly scheduled work performed between 1800 – 0600 hours.

- For posts located outside the United States, the head of an activity may designate a time after 1800 hours and before 0600 hours as the beginning and end, respectively, of night work to accommodate the customary hours of business in the locality.

Multiply hourly rate of basic pay by 10%. (5 CFR 550.121)

- GS-9, step 1 = \$41,563.
- $\$41,563 / 2,087 \text{ hours} = \$19.92$ .
- $\$19.92 \times 0.10 = \$1.99$ .

**Sunday Pay:** Computed as 25 percent of the adjusted rate of pay. Paid to employees whose regular work schedule includes NON-overtime work on Sunday (i.e. any part of their regularly scheduled daily tour of duty occurs on a Sunday).

- Up to eight hours of regularly scheduled, NON-overtime work can be considered Sunday work.
- OVERTIME work performed on Sunday is paid at the overtime rate.

Multiply hourly rate of basic pay by 25%. (5 CFR 550.171)

- $\$19.92 \times 0.25 = \$4.98$ .

**Holiday Pay:** Computed as 2 x adjusted rate of pay for each hour of holiday work, not to exceed 8 hours. Paid to employees whose regular work schedule includes NON-overtime work on a designated holiday.

- An employee who is called back to work during his or her regularly scheduled basic (nonovertime) tour of duty on a holiday is entitled to receive a minimum of 2 hours of holiday premium pay. Employees generally are **not** entitled to holiday premium pay for the time they spend in work-related travel during holiday hours of their tours of duty. Holiday premium pay is paid only to employees who perform work on a holiday. (See 5 U.S.C. 5546(b).).
- Overtime work performed on a holiday is paid at the overtime rate (1.5x), (5 CFR 9901.362(e)).
- Multiply hourly rate of basic pay by number of nonovertime hours worked on holiday (not to exceed 8 hours or the number of nonovertime hours of a compressed work schedule). (5 CFR 550.131 and 5 CFR 610.407)

$$\boxed{\$ 19.92 \times 8 \text{ hours} = \$ 159.36}$$

**Aggregate Compensation:** The aggregate limitation on pay is a limit on the total amount of allowances, differentials, bonuses, awards, or other similar payments authorized under title 5, United States Code, an employee may receive in a calendar year in addition to the employee's basic pay. When the aggregate limitation on pay under 5 U.S.C. 5307 is applied, payments (other than basic pay) in excess of the aggregate limitation must be deferred and are generally paid as a lump-sum payment at the beginning of the following calendar year. DCIPS employees' total compensation that exceeds \$230,700 for calendar year 2010, will receive the amounts that were deferred because they were in excess of the applicable aggregate limitation as a lump-sum payment at the beginning of the following calendar year.

- Under the following conditions an agency must pay any amount that was deferred because it was in excess of the applicable aggregate limitation, regardless of the calendar year limitation:
  - If an employee dies, the agency must pay the entire excess amount as part of the settlement of accounts.
  - If an employee separates from the Federal service, the employing agency must pay the entire excess amount following a 30-day break in service.

## LEAVE and TRAVEL

### Family Medical Leave

The Family and Medical Leave Act (FMLA) of 1993 provides Federal employees with an entitlement of up to 12 workweeks of unpaid leave during any 12-month period for the following purposes:

- the birth of a son or daughter of the employee and the care of the newborn;
- the placement of a child with an employee for adoption or foster care;

- the care of a child, spouse or parent of the employee with a serious health condition; or
- a serious health condition of the employee that makes an employee unable to perform the major functions of the job.

**Home Leave:** Home leave is earned by service abroad for use in the United States, in the Commonwealth of Puerto Rico, or in the territories or possessions of the United States.

- Requires 12 months of continuous service beginning on the date of arrival at the post of duty and must be approved by the local (deployed) commander. The 12 months is extended by any time spent in the U.S. or in the territories or possessions of the United States (except on annual leave taken in connection with Rest and Recuperation travel), or sick leave status (except when on official medical travel orders for up to 180 days). The 12 months of continuous service requirement is also extended by any leave without pay status that extends beyond two weeks. The employee must be expected to return to service abroad (Iraq, Afghanistan, or another overseas location) upon completion of the home leave period, or upon the completion of an assignment in the US. However, an employee may take home leave at the end of his/her official tour of duty, if the employee is expected to return to a foreign location following the period of time in the U.S.
- Service abroad prior to assignment to Iraq, Afghanistan or Djibouti is credited towards the 12-month service requirement if that service had been credited towards the normal 24-month service requirement specified in 5 CFR 630.606. Employees who have previously completed the 24-month service requirement are not required to complete the 12-month service agreement to be eligible. In that case the eligibility date to use home leave will be the date of arrival at the foreign location.
- Only extremely urgent mission needs should interfere with a request for home leave.

**Creditable service abroad:** For the purpose of establishing eligibility for travel at U.S. government expense, creditable service abroad is defined as, continuous service as a Federal employee with any agency of the Federal Government, including service in the U.S. Armed Forces at a post of duty outside the United States, or outside the employee's place of residence, if the employee's residence is a U.S. Commonwealth or possession.

### **Rest and Recuperation (R&R) Travel**

Employees are given opportunity for rest and recuperation in order to ensure that personnel return to the Area of Operation (AO) safely, re-energized, and mentally prepared to carry out their duties for the remainder of their tour. Stable Shadow employees assigned to US Central Command (USCENTCOM) for 12 consecutive months or 400 days with a minimum of 270 days of Boots on Ground (BOG) are eligible for 15 days of chargeable Rest and Recuperation (R&R) leave at the Commanders' discretion. SS employees may take their R&R trip after 60 days in country, **with the approval of the unit commander and must be completed in one block period** (i.e. SS employees cannot take two 7 day R&R leaves).

- R&R leave is charged as annual leave and does not begin until the day after arrival to leave destination. R&R leave ends the day before travel begins to return to the theater of operations.



- Employees will receive up to 10 workdays of excused (administrative leave) with pay to cover the time they leave their base of operations to the time the leave period begins and for the time after the leave ends until they return to their base of operations. Administrative leave for each R&R trip is not to exceed a total of 10 workdays for any 12 consecutive months in theater.
- The employee's absence from post for R&R and necessary travel time is charged to annual leave, home leave, sick leave, earned compensatory time, or leave without pay, as appropriate. However, an employee is not entitled to any local holidays, which occur after departure from post on R&R travel orders. Once the employee starts his approved R&R trip and leaves the work location, the clock starts regardless of travel issues.
- R&R Leave is not an entitlement and must be approved by the organization commander. Mission requirements may not allow for R&R leave.
- Determination of all passengers routing will normally be at the most cost effective and efficient routing available to the government traveler as decided by the CTO or the HQDA, G-2 office.

### Emergency Travel

Stable Shadow employees may fly back to CONUS on a Military Airlift Command flight (if space is available - Space A) should the following situations occur:

- Death of employee's spouse or an immediate family member
- Death of the employee or a dependent family member in the overseas area (only when the funeral is at the home of record and the surviving employee or spouse is required to return to the overseas area after the funeral)
- Presence of employee or a dependent needed for welfare of seriously ill or dying immediate family member
- Family problems due to serious illness or injury of immediate family member, laying a responsibility on the employee or spouse that cannot be met while overseas
- Divorce cases when custody of children is an issue once a suit has been filed and a trial date has been established
- Any other emergency situation in which failure of the employee or his or her dependents to return to CONUS would create severe and unusual hardship for the employee, spouse, or immediate family members

It should be noted that in the event that there is no space available on a Military Airlift Command flight or if the military flight center does not have flights to the ultimate destination, any travel costs in lieu of or in addition to the space available flight are borne by the employee. Further, individuals under emergency travel are not entitled to per diem or travel costs reimbursement. There is no separate leave category for *emergency leave*. Any leave taken is chargeable to annual, or if applicable, to sick leave.

## Compensatory Time Off for Travel

Compensatory time off for travel is earned by an employee for time spent in a travel status away from the employee's official duty station when such time is not otherwise compensable. There is no limitation on the amount of compensatory time off for travel an employee may earn.

To be eligible, travel must be officially authorized and travel must be for work purposes. (i.e. compensatory time CANNOT be earned when member travels on R&R or Pass).

For the purpose of compensatory time off for travel, time in a travel status includes:

- Time spent traveling between the official duty station and a temporary duty station;
- Time spent traveling between two temporary duty stations; and
- The "usual waiting time" preceding or interrupting such travel (e.g., waiting at an airport or train station prior to departure). The employing agency has the sole and exclusive discretion to determine what is creditable as "usual waiting time." An "extended" waiting period—i.e., an unusually long wait during which the employee is free to rest, sleep, or otherwise use the time for his or her own purposes—is not considered time in a travel status.

## Annual accrual limitations

- The maximum accrual limitation for employees on TCS assignment is 45 days (360 hours) per leave year. (see 5 U.S.C. 6304(b))
- The normal maximum amount of leave that can be carried from one leave year to the next is 240 hours. *Defense Intelligence Senior Level (DISL) employees may carry over a maximum of 720 hours from one leave year to the next.* However, employees who serve on an overseas TCS assignment may accrue and carry over up to 45 days (360 hours) of annual leave each leave year. While this amount may be carried over from year-to-year for the remainder of an employee's career, once it drops below this number, that new amount becomes the maximum leave carryover.
- Employees who are deployed may be entitled to restoration of annual leave which may have otherwise been forfeited because they were deployed at the end of the leave year.
- Employees are entitled to have their excess annual leave restored without the administrative burden of scheduling and canceling such leave. In addition, the time limitations for using restored annual leave are suspended for the entire period during which employees is deployed. When the employee returns from deployment, or when the services of the employee no longer are determined to be necessary, a new time limit will be established for using all restored leave available to the employee.
- Upon separation from the Federal Government, all employees are entitled to a lump-sum payment for the balance of their annual leave account.
- There is no limit on accrued balances of sick leave. Sick leave is re-credited after a break in service to an employee unless the sick leave has been used in the computation of an annuity for an employee.

## BENEFITS

**Federal Employment Health Benefits Plans:** Employees can choose from an extensive array of Federal Employment Health Benefits Plans, with costs shared by the Government. Employees are eligible to enroll in a wide variety of health insurance plans, including fee-for-service plans and health maintenance organizations. The employee's portion is paid through payroll deductions. More information on FEHB – plan options, coverage and costs – is available on the FEHB website [www.opm.gov/insure](http://www.opm.gov/insure)

**Federal Employees' Compensation Act (FECA):** The Federal Employees' Compensation Act (FECA) provides compensation benefits to federal employees for work-related injuries or illnesses and to their surviving dependents if a work-related injury or illness results in the employee's death. The FECA is administered by the Department of Labor, Office of Workers' Compensation Programs. More information may be obtained at <http://www.dol.gov/esa/owcp/dfec/>

- No limit is imposed on the amount of medical expenses or the length of time for which they are paid, as long as the charges represent the reasonable and customary fees for the service.
- Employees who sustain a traumatic injury in the performance of duty must notify the on-site supervisor as soon as possible, but not later than 30 days from the date of the injury. If the employee is incapacitated, this action may be taken by someone acting on his/her behalf.
- Employees or someone acting on his/her behalf are required to submit compensation claims thru the following website: [http://www.cpms.osd.mil/icuc/icuc\\_index.aspx](http://www.cpms.osd.mil/icuc/icuc_index.aspx)

## Medical Care

Injured DoD employees are entitled to emergency and routine medical care in military treatment facilities (MTFs) while in a deployed location.

**Medical Care for Stable Shadow Employees:** Employees who become ill, contract diseases or are injured or wounded while forward deployed in support of U.S. military forces engaged in hostilities are eligible for health care treatment and services in military treatment facilities (MTF) at the same level and scope provided to military personnel. The same system used to track Active Duty patients through the Military Health System shall be used to track DoD civilian employees injured in theater while forward deployed. Deployed civilians who were treated in theater continue to be eligible for treatment in an MTF or private sector medical facility for compensable illnesses, diseases, wounds or injuries under the Department of Labor (DoL) Office of Workers' Compensation (OWC) Programs. This care is provided at no cost to employees. Additionally, deployed DoD civilians who later identify compensable illnesses, diseases, wounds or injuries under the DoL OWC programs also are eligible for treatment in an MTF or private sector medical facility at no cost to them. Authority: DepSecDef memorandum dated September 24, 2007

When the attending physician or surgeon determines in writing that the presence of the family member(s) is necessary for the health and welfare of the employee, not more than two family members (without regard to command sponsorship) of a Stable Shadow employee who is seriously ill or seriously injured and hospitalized either in the CONUS or overseas, are authorized round-trip, space-required transportation at personal expense on DoD aircraft between the residence of the family member(s) and the location of the medical facility. This includes travel

from the overseas areas to the CONUS, from the CONUS to overseas areas, and between overseas areas. This does not include travel in the CONUS. Individuals traveling to or from an overseas location may travel on any CONUS leg segment (i.e., on a flight with enroute stops) when no change of aircraft or mission number is involved. Commercial options must be unavailable. Transportation costs will be reimbursed by the traveler at the DoD, U.S. Government tariff (AFR 76-11, reference (e)).

- **Medical Evacuation:** Injured DoD employees are entitled to medical evacuation at no charge if it is determined to be medically necessary. Transport will be provided an appropriate MTF in either the United States or overseas area. Once stabilized, injured Stable Shadow personnel may elect to leave the MTF and receive care, at no charge, at an accredited medical facility of their choosing in accordance with the FECA provisions.
- **Leave Status while Injured** - Employees may elect annual leave, sick leave, leave without pay (LWOP), or continuation of pay (COP). COP is only available for traumatic injuries.
- **Continuation of Pay (COP)** - The continuation of employees' regular pay by the employing agency for a maximum of 45 days with no charge to sick or annual leave. It is given only in traumatic injury cases (not for occupational disease or recurrence). Traumatic injury means a wound or other condition of the body caused by external force, including stress or strain, which is identifiable as to time and place of occurrence and member or function of the body affected. The injury must be caused by a specific event or incident or series of events or incidents within a single work day or shift.
- **MEDICAL DOCUMENTATION IS REQUIRED FOR ALL INJURY-RELATED ABSENCES.**
- **Use of Leave in Connection With Receipt of Compensation:** Employees do not have to use accumulated sick or annual leave before receiving compensation. They may choose to use leave or go on LWOP and claim compensation. An agency may not charge employees AWOL for days they received compensation. However, the agency may take disciplinary action against employees who fail to follow proper leave procedures. An agency may establish reporting requirements, including medical status reports, for any employees in leave status, including ones who are receiving compensation under this program. In cases of long absence, these requirements will likely be important for the agency to assess the likelihood of employees' recovery and return to duty. If employees have used sick or annual leave, they may repurchase the leave subject to agency concurrence, if a claim is approved and employee were unable to work because of injury during the period claimed. The agency does not have to grant the buy-back request.

### **Federal Employees Group Life Insurance Program (FEGLI)**

- The Federal Employees Group Life Insurance Program is available to SS employees. FEGLI provides group term life insurance and accidental death and dismemberment insurance. The FEGLI plan offers low rates that are paid through payroll deductions. The U.S. Government pays one-third of the cost of this insurance. Participation in the FEGLI plan is voluntary. The plan is intended as a form of immediate protection against financial hardship or loss in the event of death. It is not offered as a form of term life insurance with a cash value, such as might be purchased through private insurance agents.

- Emergency Essential (EE) employees can enroll in FEGLI once you have been notified of deployment. If an employee is newly designated as EE and has previously waived FEGLI, an employee may elect Basic coverage within 60 days of the EE designation. This benefit is non-taxable. More information can be obtained at <http://www.opm.gov/insure/life>

**Next of Kin Notification:** Next of kin notification will be made in the event an employee dies, is missing, or unable to express his or her desires after becoming ill. The notification will be handled promptly in an appropriate, dignified and understanding manner by the Casualty Area Command. After official notification by the Casualty Area Command, local commanders may contact the next of kin for expressions of condolence and offers of assistance. Survivor assistance officers will be appointed as necessary. The civilian personnel officer will appoint a personnel specialist to assist the next of kin in obtaining benefits and entitlements.

**Thrift Savings Plan:** All SS employees may participate in the Thrift Savings Plan; a long-term savings and investment program for federal employees designed to provide retirement income.

**Identification Card:** The Common Access Card (CAC) serves as the U.S. DoD and/or Uniformed Services Geneva Conventions identification card for civilians accompanying the Armed Forces and shall be the primary ID cards for emergency-essential employees as defined in DoD Directive 1404.10. During a conflict, combat, or contingency operation, civilian employees with a CAC card will be granted all commissary; exchange; morale, welfare, and recreation (MWR); and medical privileges available at the site of the deployment, regardless of the statements on the ID card.

**Storage of Household Goods:** Stable Shadow employees who are on TCS orders may be provided temporary storage of household goods according to JTR vol 2. Extended storage may be allowed when it is necessary. Employees will be subject to income taxes on the cost of extended storage expenses paid by the federal government. However, a relocation income tax allowance is available under JTR C5650 and part 302-17 of the Federal Travel Regulations (41 CFR 302-17) for substantially all of the additional Federal, State and local income taxes you incur on the expenses paid by the federal government.

**Property Management Services:** Employees who are in a TCS status may be reimbursed for property management service expenses incurred while deployed. The term “property management services” refers to a program provided by a private company for a fee, which assists in managing an employee's residence at his/her previous official station as a rental property. Services provided by the company may include, but are not limited to, obtaining a tenant, negotiating a lease, inspecting the property regularly, managing repairs and maintenance, enforcing lease terms, collecting rent, paying the mortgage and other carrying expenses from rental proceeds and/or fund of the employee, and accounting for the transactions and providing periodic reports to the employee.

- The employee will be taxed on the amount of property management expenses paid by the federal government, whether it reimburses the employee directly for his/her expenses or pays a relocation services company to manage his/her residence.
- A relocation income tax allowance for substantially all of the additional Federal, State and local income taxes the employee incurs on the expenses his/her agency pays is available under JTR C5650 and 41 CFR 302-17.

**Living Conditions:** Field conditions are the same for civilians as the military personnel, commensurate with grade and rank equivalency as identified in the Geneva Conventions. There may be a general lack of privacy and limited opportunity for recreation during non-duty hours. Housing may consist of tents or other communal structures. Rental cars are not authorized. Food may be prepackaged rations or served in a military dining facility, which means special diets may be unavailable. Showers may be communal.

**Other Benefits:**

- Housing and meals
  - Postal, Commissary and Post Exchange privileges
  - Morale, Welfare, and Recreation services
  - Limited legal services
  - Email
  - Laundry
  - Dental services
- 
- Most contingency areas have check cashing functions, but no ATMs; take a checkbook and/or cash advance on the government travel card, before departing. Civilian clothing, personal hygiene items, initial supply of medications, and other personal items are the responsibility of the deploying civilian.

**BATTLE DRESS UNIFORM (BDU)**

Uniforms may be issued, but may not be worn unless directed by the theater commander. If approved, TA-50 (clothing and gear) is issued by the Community Central Issue Facility (CIF) at the CONUS Replacement Center (CRC). Civilians authorized to wear this clothing/ equipment are expected to adhere to use and wear instructions. For Army, the regulation that governs this is AR 670-1. No other dress/grooming standards exist for civilians other than for health/safety concerns.

**WEAPONS**

Theater commanders will determine if circumstances warrant the issuance of weapons to Stable Shadow employees. While Stable Shadow employees may be authorized possession of a firearm after proper training, they should not be placed in a direct combat situation and will not be required to accept a weapon.

- **Privately owned weapons/ammunition are not authorized under any circumstances**
- Government Issued weapon and ammunition (sidearm only) for personal protection when approved by the theater commander
- Acceptance is voluntary for all civilian personnel
- Must be trained in proper use and care prior to issue
- Subject to legal restriction on case by case basis
- Employees may not take weapons on R&R or Pass. They are required to be checked into the armory prior to departure

**UNIFORM CODE of MILITARY JUSTICE (UCMJ)**

The Uniform Code of Military Justice (UCMJ) was amended to extend UCMJ jurisdiction over persons serving with or accompanying U.S. armed forces in the field in times of declared war or a contingency operation. When offenses alleged to have been committed by civilians violate U.S. federal criminal laws, the Department shall notify responsible Department of Justice (DoJ) authorities, and afford DoJ the opportunity to pursue its prosecution of the case in federal district court.

**APPENDIX A****STABLE SHADOW POINTS OF CONTACT**

HQDA G-2 Stable Shadow Program Manager, LTC Beverly Rouse  
(COMM. 703-695-1395) (DSN: 225-1395)  
NIPR: [beverly.p.rouse@us.army.mil](mailto:beverly.p.rouse@us.army.mil)  
SIPR: [beverly.p.rouse@mi.army.smil.mil](mailto:beverly.p.rouse@mi.army.smil.mil)  
FAX: UNCLASS/703-695-3252

Stable Shadow Program Administrator, Mr. Jerry Hall  
(COMM. 703-695-1316) (DSN: 225-1316)  
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SIPR: [jerry.hall@dami.army.smil.mil](mailto:jerry.hall@dami.army.smil.mil)  
FAX: UNCLASS/703-695-3252

Stable Shadow Human Resources Administrator, Ms. Olindia Bolden  
(COMM. 703-695-9276) (DSN: 225-9276)  
NIPR: [olindia.v.bolden@us.army.mil](mailto:olindia.v.bolden@us.army.mil)  
SIPR: [boldenov@mi.army.smil.mil](mailto:boldenov@mi.army.smil.mil)  
FAX: UNCLASS/703-695-3070

Stable Shadow Human Resources Assistant, Ms. Shabria Walker  
(COMM. 703-695-3751) (DSN: 225-3751)  
NIPR: [shabria.walker@us.army.mil](mailto:shabria.walker@us.army.mil)  
SIPR: [shabria.walker@mi.army.smil.mil](mailto:shabria.walker@mi.army.smil.mil)  
FAX: UNCLASS/703-695-3149

Stable Shadow Accounting Technician, Ms. Peggy Yeager  
(COMM. 309-782-0447) (DSN: 793-0447)  
NIPR: [peggy.j.yeager.civ@mail.mil](mailto:peggy.j.yeager.civ@mail.mil)  
FAX: UNCLASS/309-782-2618



## APPENDIX B

### Deployment - Mobilization Checklist

All Stable Shadow employees ***must complete*** the following:

- DD Form 93 – Record of Emergency Data
- DD Form 1056 – Authorization to Apply for a Passport and/or Request for Visa
- DD Form 2365 – DoD Civilian Employee Overseas Emergency Essential (EE) Position Agreement
- SF 1152 – Designation of Beneficiary – for Unpaid Compensation of Deceased Civilian Employee
- SF 2808 – Designation of Beneficiary Civil Service Retirement System (CSRS employees only)
- SF 2823 Designation of Beneficiary – Federal Employee's Group Life Insurance Program *(Not Required – However if you want to choose your beneficiary it must be completed within 60 days of the Entry on Duty date)*
- SF 3102 Designation of Beneficiary Federal Employee's Retirement System (FERS employees only)
- TSP 3 – Thrift Savings Plan Designation of Beneficiary (if applicable)
- Letter for Geneva Convention ID card for Civilians Accompanying the Armed Forces
- SF-78 Certificate of Medical Exam (for most civilian positions); DA Form 8007 (Individual Medical History); and DA Form 4036-R (Medical & Dental Preparation for Overseas Movement)
- SF-1190 Foreign Allowances Application, Grant and Report – Employees who deploy must complete the SF-1190 for claim or Foreign Post Differential (FPD), Danger Pay, and Hazardous Duty Pay, (entitlements differ based on the duty location and the type of civilian appointment)

## APPENDIX C

### Preparation for Deployment

All items issued through the CRC must be returned through the CRC. Returning from OCONUS requires a stopover at the CRC for return of equipment. The following items will be issued as required at the CRC:

- Chemical Defense Equipment:
  - Protective Mask and Optical Inserts
  - Over garments, Chemical (Proper size required)
  - Hood, Protective Mask
  - Overshoes
  - Gloves with Inserts
- Utility Uniform (4) (Desert, if required and available)
  - Coat
  - Trousers
  - Hat
  - Boots (2 pair)
- Individual Equipment:
  - 2 - Canteens
  - 1 - Belt/Individual
  - 1 - Duffel Bag
  - 1 - Poncho
  - 1 - Sleeping Bag
  - 2 - Blankets
  - 2 - Waterproof Bags
  - 1 - First Aid Case

Following items and tasks are the responsibility of the deploying civilian ICW the CPOL and must be accomplished prior to deployment:

- Dog tags (2 ea.)
- Passports
- Visas (if required)
- Appropriate Travel Orders (if required)
- Shots and Medical Records
- Physical
- Dental Panagraph
- Common Access Card (CAC w updated Geneva Convention status and DOD Civilian)

The following items or tasks are recommended for all deploying civilians:

- Personal Will
- Power of Attorney
- Telephone Calling Card
- Government Issued Credit Card
- Personal Medication – 90-Day Supply Suggested
- Extra Pair of Glasses
- Disposable Razors/Shaving Kit
- Personal Hygiene Items (toothpaste, deodorant, etc.)

- Insect Repellant
- Zip Lock Bags in Various Sizes
- Towels and Wash Cloths
- Shower Shoes / Crocs
- Underwear – (Enough for 2 weeks)
- Radio (battery powered) FM or Short Wave
- Alarm Clock (battery powered)
- Socks (to be worn with boots)
- Sewing Kit
- Sun Glasses
- Stationary and Stamps
- Extra Batteries for Radios/Hearing Aids/Games
- Extra Civilian Clothing - Approximately 5 sets; 2 casual, 3 for work.
- Blank Checks - Banking facilities may/may not be available. Credit services will be available on a limited basis.
- Personal Laptops

## APPENDIX D

### Family Deployment Preparation:

There are things that a family (spouse, partner or person with power of attorney over personal affairs) should check on and know about before a deployment. Army Community Services recommends the following:

#### A. Medical

- a. Location of health and dental records for each family member.
- b. Are immunizations up to date?
- c. Contact information for medical assistance (Family Dr/Dentist, Emergency Room, etc.)
- d. Location of civilian medical insurance information
- e. Knowledge of procedures for making appointments and filing medical insurance claims.

#### B. Finance

- a. Immediate availability of money on a continuing basis during your absence?
- b. Is an allotment to be sent to the family or the bank?
- c. Will the allotment provide for all necessities of the household?
- d. If family plans to move during the course of your deployment, is money available to finance the move?
- e. What types of bank/finance accounts does the family have and with what financial institutions?
- f. What are the account numbers for these accounts?
- g. Is there a safe deposit box? If so, where are the box and keys located?
- h. Are all credit card numbers written down in a safe place? What are the company notification numbers and addresses in case of loss or theft?
- i. Is your spouse prepared to handle the family finances to include making regular household payments/debts/investments?
- j. Have all financial institutions been notified of your deployment status and change in POC information for the duration of your deployment?
- k. Do you have US Savings Bonds have a payable upon death (POD) designation?

#### C. Transportation

- a. Call your car insurance company to change: Vehicle use from 'work' to 'pleasure', number of drivers, drop mileage rate, etc (if necessary)
- b. Is your spouse familiar with the maintenance and other automobile responsibilities?
- c. Name and address of the company holding the vehicle title?
- d. Location of all car paperwork (i.e. registration, insurance cards, etc?)
- e. Who is insured to drive your vehicle? Do they have a valid license?
- f. When is the renewal dates for car registration/tags/insurance/safety inspections/etc?
- g. Are there duplicate car keys? If so, where?
- h. Location and information regarding car repairs
- i. Who can be called in case of emergency?

#### D. Housing

- a. Does your spouse or person staying in your home know the following:
  - i. Location of fuse boxes and how to change them.
  - ii. Water control valve for shutting off water in case of an emergency.
  - iii. Gas Control Valve for shutting off gas in case of an emergency.
  - iv. Name and phone number for repair services.
  - v. Location of duplicate set of house keys.
  - vi. Location of all warranty /service contracts for major appliances.

#### E. Legal/Administrative

- a. Do family members have ID cards? If so, are they current?
- b. Do family members know how to get replacement ID cards should they be lost or stolen?
- c. Does your spouse have power of attorney to take necessary action on important family matters in your absence or unexpected situation?
- d. Where is the power of attorney kept?
- e. Are wills for you and spouse (if necessary) up to date? Where are they kept?
- f. Has provision been made for unresolved matters (pending adoption, property settlement, etc.)?
- g. Location of all significant documents (marriage certificates, birth certificates, Social Security cards, adoption papers, divorce decrees, other court orders regarding custody of children or provisions/guardianship for minor children?
- h. Location of federal and state tax records.
- i. Location of insurance policies.
- j. Are family members aware of government benefits/entitlements?
- k. Location of stocks, bonds, securities, deeds to all property, and inventory of personal and real property assets.
- l. Do you have a burial plan? What family members/close friends are aware of your wishes?
- m. Important documents that need to be available during your absence:
  - i. Current Identification cards (if available)
  - ii. Marriage certificate
  - iii. Divorce decrees
  - iv. Automobile/tag registration
  - v. Wills/burial plan
  - vi. Powers of attorney
  - vii. Insurance policies (auto, life, health)
  - viii. Adoption papers
  - ix. Letters of naturalization
  - x. Passports
  - xi. Immunization records
  - xii. Unit/organization family support handbook
  - xiii. Bank books, savings accounts, credit union accounts, loan accounts
  - xiv. Copy of housing lease/mortgage
  - xv. Stocks, bonds, and other securities
  - xvi. Credit cards, installment contracts, debts and bills of sale
  - xvii. Federal and State income tax records, real estate and personal property tax records
  - xviii. A recent Standard Form 50 from your employment records

## F. Emergency Points of Contacts:

The families of deployed civilians should always know emergency telephone numbers for the ambulance, police, fire department, poison control center, and family practice clinic or doctors. They should also know your specific work organization, a point of contact in the civilian personnel office and a number for the local Army Community Services office.

Office Supervisor	Phone No. _____
Civilian Personnel Office	Phone No. _____
Emergency Operations Center	Phone No. _____
Spouse's Home	Phone No. _____
Spouse's Work	Phone No. _____
Family Friend	Phone No. _____
Other	Phone No. _____

## G. Red Cross Notification Procedures

- a. Ensure you and your family members know how the Red Cross notification system works
- b. Contact must be initiated and processed at a stateside healthcare facility or provider
- c. Contact local Red Cross chapter listed in local telephone directory or at <http://www.redcross.org/where/where.html>
- d. Toll free Red Cross number is (877) 272-7337; ensure spouse/family member has your full name; grade; Social Security number or date of birth; work and home address; information about the deployed unit

## H. Valuable Websites

- a. <http://www.armyg1.army.mil/MilitaryPersonnel/ppg.asp> - Department of the Army Personnel Policy Guidance (PPG) for Contingency Operations in Support of GWOT
- b. <http://cpol.army.mil/library/mobil/civ-mobil.html> - Army CPOL Civilian Mobilization and Deployment Guide
- c. <http://www.apd.army.mil> - DA Pam 690-47, Civilian Personnel DA Civilian Employee Deployment Guide
- d. <http://www.opm.gov/oca/leave/HTML/formindx.asp> - OPM 71, Request for Leave
- e. <http://www.opm.gov/oca/pay/> - GS Pay Limitations
- f. <http://www.cpol.army.mil> - Army Civilian Personnel On-Line

## APPENDIX E

### Frequently Asked Questions:

**Q:** *Why are civilian employees being deployed to contingency operations?*

**A:** Historically, civilians in a support role have been a part of the invisible American Army since the American Revolution. Two major factors are contributing to the current deployment of civilians to contingency operations. (1) Today's Army is state of the art and highly technical. Civilian employees are needed in the field to trouble shoot the Army's highly technical systems and ensure that they operate whenever and wherever they are needed. (2) The concept of a CONUS based Army means a much smaller active component, which concentrates on expertise in war fighting, and contingency operations augmented by the reserve component, civilian employees and contractors.

**Q:** *During deployment, can civilians get legal assistance from the Judge Advocate General (JAG)?*

**A:** Yes, legal assistance will be available for matters related to their actual or imminent deployment, as determined by the onsite supervising attorney or JAG office. This applies to those civilians designated as "mission essential" or "emergency essential" as well as those notified that they are to deploy. These services include such things as preparation of wills and powers of attorney and basic income tax assistance. Additionally, legal assistance is authorized for employees and family members for a reasonable period after the employee returns from the deployment to close out ongoing legal assistance matters related to deployment that arose before or during deployment.

**Q:** *Is the Family Assistance program available to deployed civilians?*

**A:** Yes, during deployment, the family assistance program will provide family assistance in the following areas:

- Assist casualty assistance officers in providing support to survivors.
- Assist families in relocating.
- Provide support to waiting families
- Serve as sponsor for families with special needs.
- Keep Commanders abreast of major problems.

**Q:** *What is the emergency leave notification procedure for civilian employees?*

**A:** Emergency leave notification procedures for civilian employees are the same as military. If an emergency occurs in the family of a deployed civilian, the family notifies the nearest Red Cross Office, which will notify the theater Commander where the deployed civilian is located. If the emergency involves one of the immediate members of the employee's family, the employee is authorized emergency leave.

**Q:** *What privileges are civilians entitled to?*

**A:** Civilian employees are entitled to the same privileges given active duty military including in theater medical care and pharmacy support. Civilian employees who require treatment for disease or injury sustained during the deployment will be provided care at no cost to the employee under the DOD Military Health Services System. The care provided would be equivalent to that received by active duty military personnel.

**Q:** *(a) Who makes the decision to issue weapons to civilians and provide training? (b) What is the impact on civilians if they are issued a self-defense weapon?*

**A:** (a) It is the responsibility of the theater Commander to determine whether or not a Stable Shadow employee should be issued weapons. If the Commander determines that the employee accompanying the armed forces is at risk in the event of an enemy or terrorist attack, he/she may issue side arms to the employees for personal self defense. Acceptance of such weapons is voluntary for all civilian personnel. Weapons familiarization training may be provided prior to deployment or during deployment. (b) Under both, Hague and Geneva Conventions, civilians captured while accompanying military forces in the field, regardless of whether carrying a self-defense weapon or wearing a uniform, may be entitled to be protected as a Prisoner of War (POW) if captured by hostile forces.

**Q:** *Who makes the decision to issue Chemical Defensive Equipment (CDE) and provide training?*

**A:** The Theater Commander makes the decision to issue CDE, to include Nuclear Biological Chemical Defensive Equipment (NBCDE). If the Commander decides to issue CDE or NBCDE, then he/she will also be responsible for providing training. Employees may be provided familiarization training with CDE before or during deployment.

**Q:** *What kinds of documents are civilians expected to carry with them in country?*

**A:** See below

- Official passport – Visas as required by the country of deployment/travel
- TCS Orders
- SF-50 (Detail) Notice of Personnel Action (A copy of this document can be obtained from the
- Rock Island CPAC before arrival in country)
- Common Access Card
- Uniform Services ID Card
- Geneva Convention Card
- DD Form 356, DOD Civilian Employee Overseas Emergency-Essential Position
- Agreement
- DD Form 93, Notification of Casualty

**Q:** *Are civilian employees covered by the Uniform Code of Military Justice (UCMJ) during deployment or subject to the law of the country in which they are deployed?*

**A:** Civilian employees generally are not subject to the Uniform Code of Military Justice when serving with or accompanying an armed force, however they may be subject to prosecution under the Military Extraterritorial Jurisdiction Act (18 U.S.C. Section 3261) for criminal acts. When situations of misconduct or delinquency require corrective action, the on-site Commander is responsible for initiating same through established administrative disciplinary procedures. In cases resulting in a disciplinary or adverse action being proposed, the disciplinary action may be initiated on-site.

If possible, the U.S. Government will negotiate a Status of Forces Agreement (SOFA) with the host nation. The agreement may provide civilians accompanying U.S. Forces be subject to punitive or other legal actions that can be taken under appropriate U.S. military or civilian law, rule, or regulation, rather than the host nation. If the host nation will not agree to grant U.S. personnel some form of immunity, a Foreign Criminal Jurisdiction Arrangement (FCJA) will be negotiated that will provide jurisdictional protections and procedural safeguards for U.S. personnel. However, even though a FCJA with the host nation has been established, the host nation *may still* retain the right to prosecute U.S. personnel for offenses that are either exclusive violations of host nation law or those over which the host nation has primary concurrent jurisdiction.



**Q:** *If disciplinary action against a civilian employee has to be taken, who is responsible?*

**A:** Civilian employees are subject to the “chain of command” and disciplinary procedures are the responsibility of the immediate on-site supervisor. In cases requiring suspension or dismissal, discipline may be administered by HQDA G-2.

**Q:** *What training requirements will I receive prior to deployment?*

**A:** All civilian personnel will receive training during deployment processing in the areas of the Geneva Conventions, Code of Conduct, Uniform Code of Military Justice, Rules of Engagement, Health and Sanitation, Customs and Courtesies for the area of deployment, Legal Assistance and Status of Forces Agreement (if applicable). Training on other issues/topics, e.g., military driver's license, survival course tailored to the climate, training on use of a self-defense weapon, first aid, personnel recovery, Survival, Evasion, Resistance, and Escape (SERE) training and CD training on equipment issued in theater may be provided before or during deployment.

**Q:** *During a contingency operation, how are civilian employees paid?*

**A:** In order to ensure continuation of pay while detailed to support military operations, DA policy requires civilian employees to join a direct deposit/electronic funds transfer (DD/EFT) program at their home installation before deployment. The RI CPAC is responsible for keeping time cards and reporting the hours worked to the finance and accounting office. The theater Commander or designee should submit a DA Form 5172-R or local authorization form documenting the actual overtime hours worked for each employee and each day of the pay period as soon as possible after the hours are worked. When circumstances do not permit timely submission of the actual hours worked, employees will be paid according to the work schedule as established by the organization Commander, (i.e., 12 hours 7 day workweek) which will be reported to the RI-CPAC. Any variation from this schedule (i.e., leave) will be reported to the CPAC.

**Q:** *How does deployment affect civilian salary?*

**A:** Deployment does not affect civilian salary. Civilian employee salaries are not tax-free during deployment. If a civilian employee is in a missing status, his/her pay and allowances will continue. Missing status is defined as missing in action, being detained in a foreign country, captured, beleaguered, or besieged by a hostile force, or detained in a foreign country against his/her will. Civilian employees will be entitled to receive the same pay and allowance they were entitled at the time they were declared missing, and to which they would become entitled thereafter (e.g., within grade increases).

**Q:** *What days will I be required to work?*

**A:** “Tour of Duty” and “Hours of Work” is synonymous, meaning the hours of a day and the number of days of a civilian employee's regularly scheduled work week. The authority to establish and change the tours of duty for civilian employees is delegated to Commanders. The duration of the duty is dependent upon the particular operation and will be established by the organization Commander.

**Q:** *Does the onsite Commander have the authority to place deployed civilians in an on-call status?*

**A:** Yes. During crisis situations, the nature of the work may make it necessary to place employees in an “on-call” status because of emergencies or administrative requirements that might occur outside the established work hours. Onsite Commanders have the authority to designate employees to be on-call during off duty times. If placing employees in an on-call status becomes necessary, the following guidelines should be followed.

- There should be a definite possibility that the services of the designated employee might be required. On-call duties required of the employees will be brought to the attention of all employees concerned.
- If more than one employee could be used for on-call service, the designation should be made on a rotating basis.
- On-call duty should not unduly restrict movement.
- The designation of employees to be “on-call” or in an “alert” posture will not, in itself, serve as a basis for additional compensation (i.e. overtime or compensatory time).
- If an employee is called in, the employee must be compensated for a minimum of 2 hours.

**Q:** *Will a civilian employee lose all of his/her annual leave if they are unable to use it due to deployment?*

**A:** Any annual leave in excess of the maximum permissible carryover of 240 hours is automatically forfeited at the end of the leave year. Annual leave forfeited during a combat or crisis situation for employees deemed essential in the National Emergency may be restored whether or not it was scheduled in advanced. A request must be made in writing to the HQDA G-2 Stable Shadow Human Resources team at the end of the leave year requesting leave in excess of 240 be restored. When the leave is restored, the employee has up to 2 years to use it.

**Q:** *Will an employee’s deployment status affect his/her life insurance?*

**A:** The life insurance of Federal civilian employees who are covered under the Federal Employees Group Life Insurance (FEGLI) program will not be affected. Death benefits are payable regardless of cause of death. The Office of Personnel Management (OPM) has confirmed that civilians who are deployed with the military to combat support roles during time of crisis are not in actual combat and are entitled to accidental death and dismemberment benefits under FEGLI in the event of death. Similarly, civilians carrying side arms for personal protection are not in actual combat. However, some private life insurance plans have war clauses, which make death benefits not payable if the policyholder is killed during a contingency operation or by a terrorist attack.

**Q:** *(a) How are civilian casualties handled? (b) What benefits are available for civilian employees who are killed during deployment? (c) How is notification of the next of kin handled?*

**A:** (a) Civilian casualties are handled the same as military casualties. A casualty is defined as any person who is lost to the organization by reason of having been declared dead, wounded, injured, diseased, interned, captured, detained, or missing in action. (b) Civilian employees killed in the line of duty are entitled to many of the same benefits as military casualties. Mortuary benefits for eligible employees include: search, recovery, and identification of remains; disposition of remains; removal and preparation of remains; casket and burial including cremation (if requested); and escort and transportation of remains to permanent duty station or other designated location. (c) The Casualty Area Command nearest to the residence of the next of kin will handle the notification promptly in an appropriate, dignified, and understanding manner. After official notification by the Casualty Area Command, local Commanders may contact the next of kin for expressions of condolence and offers of assistance. The CPAC at the home station will appoint a Casualty Assistance Officer to assist the next of kin in obtaining benefits and entitlements. The local Army Community Service is also available to provide assistance to the next of kin and eligible family members.

## APPENDIX F

### Acronyms, Abbreviations and Commonly Used Terms

AFRICOM	United States Africa Command
AOR	Area of Responsibility
APOD	Aerial Point of Debarkation
APOE	Aerial Point of Embarkation
AR	Army Regulation
BOG	Boots on the Ground – number of days deployed in theater
CENTCOM	United States Central Command
CONUS	Continental United States
COT	Consecutive Overseas Tour
CPAC	Civilian Personnel Advisory Center
CTO	Contract Ticketing Office
DA	Department of the Army
DISL	Defense Intelligence Senior Level
DoD	Department of Defense
DoL	Department of Labor
DV	Distinguished Visitor
EE	Emergency Essential
EML	Environmental Morale Leave
IAW	In accordance with
ITARS	Intra-Theater Airlift Request System
KCIA	Kuwait City International Airport
LNO	Liaison Officer
MTF	Military Treatment Facility
PCS	Permanent Change of Station
RI	Rock Island
TCS	Temporary Change of Station
TDY	Temporary Duty Status

## APPENDIX G

### REFERENCES:

1. DOD Directive 1400.6, DOD Civilian Employees in Overseas Areas
2. DOD Directive 1400.24, Civilian Mobility Program
3. DOD Directive 1400.31, DOD Civilian Work Force Contingency and Emergency Planning and Execution
4. DOD Instruction 1400.32, DOD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures
5. DOD Directive 1404.10, Emergency-Essential (EE) DOD U.S. Citizen Civilian Employees
6. AR 690-11, Planning for Use and Management of Civilian Personnel in Support of Military Contingency Operations
7. AR 500-5, Army Mobilization Operations, Planning and Execution System (AMOPES)
8. DA PAM 690-39, Family Assistance Handbook for Emergency-Essential Personnel and Family Members
9. DA PAM 690-47, DA Civilian Employee Deployment Guide
10. Department of the Army Personnel Policy Guidance for Overseas Contingency Operations, 1 July 2009 (with 8 July 2010 Update).

**Note:** The above basic reference publications are applicable to each topic covered in this guide.