



ASSISTANT SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

READINESS AND  
FORCE MANAGEMENT

JUN 28 2013

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Civilian Furloughs and Total Force Management

Reference: (a) Secretary of Defense Memorandum, "Furloughs", dated 14 May 2013

The Secretary of Defense, per reference (a), directed civilian furloughs beginning July 8, 2013. Reference (a) also provided for certain exceptions to the civilian furloughs to minimize adverse effects on mission. This memorandum provides additional guidance related to the Total Force of active and reserve military, civilians, and contracted support during the time-period of civilian furloughs.

While civilian furloughs will undoubtedly disrupt the mission and have a negative impact on productivity, it has been determined that the risk associated with that workload loss, while unavoidable, is acceptable. On furlough days, furloughed civilians are not authorized to perform official duties at their permanent or temporary duty station, at home, or at an alternate site, including communicating by BlackBerry or other mobile device. In addition, civilian personnel subject to furlough shall not be required to work beyond their regularly scheduled and compensated times on non-furlough days to make up for work lost as a result of furlough, nor shall employees in pay status perform work beyond their regularly scheduled hours to compensate for the workload/productivity loss of those who are in furlough status.

Accordingly, Component heads, installation commanders, and line managers shall take steps to manage workload, but must ensure that borrowed military manpower is not used to compensate for work resulting from a civilian furlough. To do so would be inconsistent with the Secretary's intent and the Department's commitment to protect the viability of the All-Volunteer Force.

Additionally, in accordance with the Department's statutory requirements, contractors are prohibited from being assigned or permitted to perform additional work or duties to compensate for the workload/productivity loss resulting from the civilian furlough.

To protect against further harm to morale and productivity – which the Secretary of Defense warned against - compliance with the above is critical. Please ensure maximum distribution of this memorandum throughout your organization.

A handwritten signature in black ink, appearing to read "F. E. Vollrath", with a long horizontal stroke extending to the right.

F. E. Vollrath

DISTRIBUTION:

SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DEPUTY CHIEF MANAGEMENT OFFICER  
COMMANDERS OF THE COMBATANT COMMANDS  
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
ASSISTANT SECRETARIES OF DEFENSE  
DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES