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JUL 08 2010

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
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UNDER SECRETARIES OF DEFENSE  
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DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, NET ASSESSMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Implementation Guidance on Senior Mentors Policy

Attached is additional implementation guidance amplifying the Secretary of Defense April 1, 2010, "Policy on Senior Mentors" memorandum. This guidance is provided to ensure consistency in hiring practices and uniform application of the Federal personnel and ethics laws to those individuals hired to perform senior mentor services as highly qualified experts (HQEs).

Senior mentors continue to provide senior leadership with valuable insights that contribute to the continuous improvement of combat operations. The senior mentor policy and this additional implementation guidance are important tools that will ensure consistency and transparency when the Department secures these important services. Accordingly, please ensure that your senior mentor practices and procedures reflect this additional guidance.

Also, please report back to my office by July 31, 2010, the names of, and a justification for, any senior mentors who have not yet been converted to HQEs.

Attachment:  
As stated



OSD 08146-10



## ADDITIONAL IMPLEMENTATION GUIDANCE ON SENIOR MENTOR POLICY

### **DEFINITIONS**

The senior mentor policy requires that all individuals serving as senior mentors with the Department be hired as highly qualified experts (HQEs). The policy defines a senior mentor as “a retired flag, general *or other military officer* or *senior retired civilian official* who provides expert experience-based mentoring, teaching, advice, and recommendations to *senior military officers, staffs and students* as they participate in war games, *warfighting courses, operational planning*, operational exercises, and decision making exercises.” The italicized terms are those further defined below.

### **Other military officer**

As a general matter, the term “other military officer” is limited to retired O-6s. For those O-6 mentors whose level of expertise is not high enough to warrant HQE appointment, they may be hired at less cost to the government as a government employee, provided that they also file a non-disclosure agreement and a financial disclosure report.

### **Senior retired civilian official**

The term “senior retired civilian official” means retired member of the Senior Executive Service (SES) or equivalent, and above, from the Executive Branch, including former Presidential appointees confirmed with the advice and consent of the Senate, non-career SES, and former U.S. Ambassadors and Senior Foreign Service Officers.

### **Senior military officers, staffs and students**

The category of “senior military officers, staffs and students” receiving senior mentor services generally contemplates military officers, staffs and students who are at the grade of O-7 and above, or civilian equivalent.

### **Warfighting courses**

“Warfighting courses” is meant to cover instruction that has, as its primary purpose, the preparation of general or flag officers for the challenges and requirements of command or senior staff positions in a combat zone. It has an operational, as opposed to purely academic or theoretical, focus. An example of a “warfighting course” that is covered by the policy is the Joint Flag Officer Warfighting Course, which is designed to teach future task force commanders and senior staff members the challenges and requirements of joint warfighting.

### **Operational planning**

“Operational planning” includes only operational planning exercises (where actual mentoring can occur). Budget planning advice, regional history white papers, political briefings, or strategic assessments (like those sometimes provided by FFRDCs) are not the kinds of activities this term is meant to encompass.

## **GUIDANCE**

This section addresses financial disclosure requirements, hazardous duty pay and the use of honoraria to supplement the income of senior mentors.

### **Financial disclosure requirements**

Senior mentors appointed as HQEs will file the confidential financial disclosure report (OGE Form 450), instead of the public report (SF 278), based on specific guidance received from the U.S. Office of Government Ethics (OGE). OGE is authorized by law to administer the financial disclosure reporting system in the Executive Branch. OGE has determined that, with respect to the DoD-unique HQE appointment, it is appropriate to look not at an individual HQE's actual pay, but at the lowest pay in the HQE range of pay when deciding whether the public or the confidential report must be filed. The HQE pay range begins at the GS-15, Step 1 level. Therefore, OGE has concluded that an HQE, even one actually paid at a higher level than GS-15 Step 1, is to file the confidential report (OGE Form 450).

### **Hazardous duty pay**

Under current law and regulation, HQEs are *not* eligible for danger pay or similar hazardous duty pay.

### **Honoraria**

A senior mentor may *not* receive honoraria or other similar payments in addition to HQE compensation for activities that are related to or flow from the performance of HQE senior mentor duties.