



THE UNDER SECRETARY OF DEFENSE

**3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010**

**ACQUISITION,
TECHNOLOGY
AND LOGISTICS**

DEC 28 2010

**MEMORANDUM FOR COMMANDER, U.S. SPECIAL OPERATIONS COMMAND
(ATTN: ACQUISITION EXECUTIVE)
COMMANDER, U.S. TRANSPORTATION COMMAND
(ATTN: ACQUISITION EXECUTIVE)
SERVICE ACQUISITION EXECUTIVES
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES**

SUBJECT: Call for Volunteers: Civilian Expeditionary Workforce (CEW)

Volunteers have long been an integral part of life in the United States of America. Throughout our history, men and women have volunteered to serve at home and abroad in times of peace and war. This selfless devotion to duty and country has been even more important during the years since 9/11.

Our experiences in Iraq and Afghanistan continue to reinforce the value of civilian employee volunteers in contingency operations. The findings of the various commissions, hearings, and audits conducted over the last few years demonstrate that an agile, volunteer civilian workforce with contingency/expeditionary capabilities is crucial to mission success. Our legislative, regulatory, and DoD policies have evolved to ensure the Department better recruits and supports civilian volunteers.

I urge you to invite your civilian acquisition employees to answer the Secretary of Defense's call to service. The DoD CEW Web site at <http://www.cpms.osd.mil/expeditionary/> lists opportunities, lessons learned, aspects of the recruitment, training, care, pay and benefits, medical, return rights and deployment of this workforce.

A handwritten signature in black ink, appearing to read "Frank Kendall".

**Frank Kendall
Acting**