DEPARTMENT OF DEFENSE
HANDBOOK
For Incoming Officials
January 2017
This handbook is a product of the Office of the Deputy Chief Management Officer, Washington Headquarters Services Transition Support Team. The information in this Handbook is applicable to individuals selected to serve in Department of Defense political positions. Although the content is directly applicable to individuals serviced by Washington Headquarters Services (WHS), the content may still apply to organizations not serviced by WHS. Fourth Estate agencies, military departments, and organizations not serviced by WHS should contact their organizational administrative officer or servicing human resources office.

This guide should not be construed as providing legal advice. Handbook users are strongly encouraged to consult with the appropriate office on specific matters addressed generally herein. Please see the “Points of Contact” at the back for contact information.
FOREWORD

The Secretary and the Department of Defense are committed to an effective and seamless transition of leadership. It is a top priority. To this end, the Department has established the DoD Transition Structure, described in the Introduction of this handbook, to plan and prepare for, support and execute orderly leadership transition. The commitment of DoD leadership and the hard work of individuals throughout the Department ensure the sustainment of critical operations and the smooth transfer of knowledge during any leadership turnover.

The Washington Headquarters Services/DoD Transition Support Office, in coordination with senior staff throughout the Pentagon, developed this DoD Handbook for Incoming Officials to provide preliminary guidance to incoming Presidentially-appointed, Senate-confirmed officials, noncareer Senior Executive Service officials, and Schedule C appointees. Topics covered will help you become familiar with basic information about:

- requirements for becoming an official with access to the Pentagon,
- matters related to security and force protection, ethics and standards of conduct;
- parking, official travel, and office matters such as mail, correspondence, and equipment;
- federal benefits options, pay, leave, and other human resources programs;
- frequently used DoD acronyms; and
- a bird’s-eye view of some of the services available to you at the Pentagon.

Where relevant, the Handbook for Incoming Officials specifically cross-references its companion publication Welcome to the Pentagon Guide and Orientation Handbook. The Welcome to the Pentagon Handbook contains information on how to access and navigate the Pentagon, and provides information about various services, amenities, and programs such as medical services, the Pentagon Athletic Club, the Pentagon Library, Pentagon memorials, informal dining facilities, and retail venues.

On behalf of the Secretary, welcome to the Pentagon and thank you for the important service that you are about to render to the Department of Defense and to our Nation. We look forward to working with you. Welcome aboard!

Sincerely,

Michael L. Rhodes
Director of Administration
Office of the Deputy Chief Management Officer
# Table of Contents

## FOREWORD


3

## INTRODUCTION

Transition in the Department of Defense ................................................................. 9
Political Positions ...................................................................................................... 9

## PART I. OFFICIAL RESPONSIBILITIES

### BECOMING AN OFFICIAL AT THE PENTAGON

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drug-Free Federal Workplace Program</td>
<td>13</td>
</tr>
<tr>
<td>Security Clearances</td>
<td>13</td>
</tr>
<tr>
<td>Building Access</td>
<td>14</td>
</tr>
</tbody>
</table>

### SECURITY MATTERS: Protecting DoD National Security Information

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Education and Awareness</td>
<td>15</td>
</tr>
<tr>
<td>Protection of DoD Classified Information</td>
<td>15</td>
</tr>
<tr>
<td>Security Review of DoD Information Prior to Release to the Public</td>
<td>16</td>
</tr>
<tr>
<td>Guidelines for the Protection of Federal Records and Personal Papers</td>
<td>17</td>
</tr>
</tbody>
</table>

### PRIVACY MATTERS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Privacy Education and Awareness</td>
<td>19</td>
</tr>
<tr>
<td>Unauthorized Disclosure of Personally Identifiable Information</td>
<td>19</td>
</tr>
</tbody>
</table>

### PENTAGON FORCE PROTECTION

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pentagon Reservation Emergency Response Program</td>
<td>20</td>
</tr>
<tr>
<td>Physical Security at Ceremonies and Special Events</td>
<td>20</td>
</tr>
</tbody>
</table>

### LEGAL MATTERS: An Abridged Guide to the Standards of Ethical Conduct in Government and Overview of Other Legal Issues

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethics</td>
<td>21</td>
</tr>
<tr>
<td>Important Advice</td>
<td>21</td>
</tr>
<tr>
<td>General Principles of Public Service</td>
<td>21</td>
</tr>
<tr>
<td>Gifts</td>
<td>22</td>
</tr>
<tr>
<td>Conflicts of Interest</td>
<td>24</td>
</tr>
<tr>
<td>Impartiality in Performing Official Duties</td>
<td>25</td>
</tr>
<tr>
<td>Misuse of Position</td>
<td>25</td>
</tr>
<tr>
<td>Use of Government Resources</td>
<td>25</td>
</tr>
<tr>
<td>Fundraising</td>
<td>26</td>
</tr>
<tr>
<td>Teaching, Speaking, and Writing</td>
<td>26</td>
</tr>
<tr>
<td>Outside Activities</td>
<td>26</td>
</tr>
<tr>
<td>Political Activities</td>
<td>26</td>
</tr>
<tr>
<td>Employment Issues</td>
<td>26</td>
</tr>
<tr>
<td>Official Travel Benefits</td>
<td>27</td>
</tr>
<tr>
<td>Sources of Further Information on Government Ethics</td>
<td>27</td>
</tr>
<tr>
<td>Congressional Oversight</td>
<td>27</td>
</tr>
<tr>
<td>Role of Federal Advisory Committees</td>
<td>27</td>
</tr>
<tr>
<td>Workforce Management</td>
<td>28</td>
</tr>
</tbody>
</table>
# Table of Contents

## Reporting Senior Official Misconduct
- Official Travel
- Ethics Issues Related to Travel
- Commercial Travel
- The Executive Motor Pool

## OFFICE MATTERS
- Furnishing and Decorating Your Pentagon Office
- Mail
- Correspondence
- Pentagon Telephone
- Pentagon Information Technology Equipment
- Ordering Supplies

## PERFORMANCE MANAGEMENT
- General Schedule and Federal Wage System Employees
- Defense Civilian Intelligence Personnel System Employees
- DoD Civilian Acquisition Workforce Personnel Demonstration Project Employees (AcqDemo)
- Senior Executive Service and Senior Professionals

## PART II. PERSONAL BENEFITS AND SERVICES

### HUMAN RESOURCES MATTERS
- Appointing Authorities
- Types of Hiring Appointments
- Presidentially-Appointed, Senate Confirmed
  - Highly Qualified Experts
  - The Senior Executive Service
  - The General Schedule
- Benefits Coverage and Eligibility Information
- Health Benefits Plans and Programs
- Compensation and Pay
- Retirement Systems Information
- Drug-Free Federal Workplace Program
- Equal Employment Opportunity Programs

### PENTAGON MEDICAL FACILITIES AND SUPPORT SERVICES
- Civilian Care at DiLorenzo

### PENTAGON DINING AND CLUB MEMBERSHIP
- Secretary of Defense Executive Dining Facility
- Military district of Washington Officers’ Open Mess System
APPENDIX A. FREQUENTLY ASKED QUESTIONS ................................................. 53
APPENDIX B. DOD POINTS OF CONTACT ......................................................... 56
APPENDIX C. WEBSITES FOR ADDITIONAL INFORMATION ......................... 58
APPENDIX D. REFERENCES ............................................................................ 60
APPENDIX E. ACRONYMS ............................................................................... 63
INTRODUCTION

TRANSITION IN THE DEPARTMENT OF DEFENSE

Transitions within the Department of Defense occur for a variety of reasons including, but not limited to, change in Presidential administration, or the reassignment, retirement or resignation of executive level leaders. The impact these events have on the uninterrupted continuation of work in support of the organizational mission and on the career workforce may be largely dependent on the type of transition.

Whether the result of a change in Presidential administration, which impacts all elements of the Department, or the turnover of an agency head or senior official due to resignation, reassignment, or incapacitation, the period surrounding senior leader transition can pose uncertainty and challenge. To mitigate disruption and ensure the continuity of undisrupted mission accomplishment, Department leadership is committed to the timely planning, preparation and management of any leadership transition event.

Department of Defense Directive (DoDD) 5105.76 establishes DoD policy for the efficient and thorough transfer of authority from departing to incoming senior officials and administration appointees. In advance of a Presidential election, a DoD transition structure must be established to facilitate, plan, and execute all activities required to achieve the most effective and seamless transition possible. The 2017 DoD Transition Structure and responsible officials are:

- **Head of DoD Transition**, Mr. Eric Rosenbach (Chief of Staff to the Secretary of Defense). Mr. Rosenbach is responsible for all DoD transition planning with a goal of the most effective and seamless transition possible.

- **Interim Director of the DoD Transition Task Force (TTF) and Senior Career Employee for Transition**, Mr. Michael L. Rhodes (Director of Administration, Office of the Deputy Chief Management Officer). Mr. Rhodes coordinates and implements day-to-day transition activities on behalf of the Head of DoD Transition; and orchestrates activities of all elements constituting the Transition Task Force.

- **DoD Transition Assistance Coordinators (TAC)**. Each TAC serves as his or her Component’s lead representative, focusing efforts on transition matters directly involving their respective Components while supporting aggregate DoD TTF and transition requirements.

- **Washington Headquarters Services/DoD Transition Support Office**, Mr. Michael L. Watson. Mr. Watson heads the centralized office chartered to coordinate and ensure the execution of all logistical and administrative activities on behalf of departing and incoming officials.

POLITICAL POSITIONS

Positions generally subject to change during transitions between Presidential terms of office include heads of Federal agencies and their immediate subordinates, policy executives and advisors, and the aides who report to these officials. A list of more than 9,000 civil service leadership and support positions in the Legislative and Executive Branches of the Federal Government that may be subject to noncompetitive appointments can be found in *United States Government Policy and Supporting Positions*, commonly known as the “Plum Book.” Published by the Office of Personnel Management (OPM), the Plum Book is available on the OPM website after each Presidential Election. See [http://www.gpoaccess.gov](http://www.gpoaccess.gov) for the latest version.
The following five categories of civilian positions are characterized as serving at the will of the President. Therefore, personnel serving in these positions are subject to immediate change at will based on the needs of the Administration:

- **Presidentially-Appointed, Senate-confirmed (PAS) Officials.** These officials are nominated and, following Senate confirmation, appointed by the President to hold high offices specified by law. Positions include the Secretary of Defense, Deputy Secretary of Defense, Secretaries of the Military Departments, Under Secretaries of Defense, and Assistant Secretaries of Defense.

- **Presidential Appointees without Senate Confirmation (PA).** These appointees also hold high-level offices often specified by law, but their Presidential appointments do not require Senate confirmation.

- **Non-career (often referred to as “Political”) Senior Executive Service (SES) Appointees.** These are political appointees who are selected in a noncompetitive manner to fill positions that have been reserved for members of the SES (e.g., certain deputy assistant secretaries, directors, special assistants, etc.).

- **Excepted Service, Schedule C Appointees.** These appointees hold policy-determining or confidential assistant positions, generally at the GS-15 grade level and lower, established at the discretion of the President and the agency heads. These positions are “excepted” by OPM from the career track, based on their responsibility for determining or advocating agency policy.

- **Defense Fellows Program.** The Defense Fellows Program is a standard developmental program for Schedule C appointees typically without previous DoD experience. Based on education and/or experience, Defense Fellows may be appointed to positions at the GS-05 through GS-15 grade level. The positions are of a confidential or policy-making nature or require knowledge of the goals, priorities, and preferences of an official with a confidential or policy-making relationship with the Secretary of Defense or other senior political appointees.

**Terms of Appointment**

Positions that are required to be filled by Presidential appointment with Senate confirmation (PAS) are effective on the date the President signs the commission document. Officers and employees who serve “at the will of” the President or other appointing official may be asked to resign or may be dismissed.

The Federal Vacancies Reform Act of 1998 (FVRA), as amended, 5 U.S.C. 3345–3349d, governs how an individual may be designated to serve in an acting capacity in a PAS office and how long an individual may serve in an acting capacity. It also addresses what happens when there cannot be an acting official in a vacant PAS office. In general, when a PAS office in an agency becomes vacant, there are only three ways in which an individual may serve in an acting capacity in the vacant office. An individual who is currently serving in a position that has been designated as the “first assistant” to the PAS office concerned automatically will become the acting when the position becomes vacant, unless the President, and only the President, orders otherwise. Within DoD, the Principal Deputy to a PAS office has been designated the first assistant to that office. Alternatively, the President, and only the President, may direct an individual who is currently serving in a PAS office anywhere in the executive branch to serve as the acting in the vacant PAS office concerned. The President, and only the President, may also designate someone who has served as a senior agency employee (defined as an employee with a rate of pay equal to GS-15, Step 1 or higher) in the agency in which the vacancy occurred for at least 90 of the 365 days preceding the vacancy, to serve as the acting. The agency for DoD purposes is the entire Department of Defense.
The FVRA also limits the time that an individual may be acting in a PAS office to a series of 210-day periods from the day that the position first became vacant, or a Senate nomination for the position was withdrawn, rejected or returned. A 210-day period does not run if a nomination for the relevant position is pending before the Senate. In general, there may be up to three 210-day periods in which there can be an Acting official in a vacant PAS position. When there cannot be an acting official in a vacant PAS position, it is customary to designate someone to perform the non-statutory duties of the vacant PAS position, and this is a construct that is outside of the FVRA. A duty that is delegable is not a statutory duty for this purpose, and most PAS positions have few, if any, statutory duties (also known as exclusive duties).

A person who is serving in an acting capacity in a PAS office may be nominated to the same vacant PAS office, but whether that person may continue to be the Acting when the person was not the first assistant to the vacant office for at least 90 days in the year preceding the vacancy is a question that is currently pending before the U.S. Supreme Court in National Labor Relations Board v. S.W. General, Inc.

The FVRA is fact-specific and extremely complicated, so the Office of General Counsel should be consulted about specific cases.

The *Handbook for Incoming Officials* provides an overview of current guidance on a myriad of topics related to your responsibilities as a senior official of the Department of Defense working at the Pentagon. The Handbook also provides a variety of information of a more personal nature related to federal benefits and programs, pay, and leave. The WHS/DoD Transition Office, component Senior Administrative Officers, and functional subject matters experts are available to address questions or provide more detailed information. Military departments, Components, and organizations not serviced by WHS should contact their organizational administrative officer or servicing human resources office.
PART I. OFFICIAL RESPONSIBILITIES

This section provides a basic overview of Department requirements and need-to-know information related to your responsibilities as an official at the Department of Defense

BECOMING AN OFFICIAL AT THE PENTAGON

DRUG-FREE FEDERAL WORKPLACE PROGRAM

Most DoD positions have been designated as a Testing Designated Position (TDP). All applicants tentatively appointed to a TDP, and not currently employed in a TDP position, will be tested prior to employment or appointment. Typically, no final offer of employment will be made until a negative test result has been received by the Drug Testing Coordinator and communicated to the staffing specialist. It is permissible to waive the receipt of the testing results before an appointment. All DoD employees in TDPs are also subject to random drug tests.

For information on DoD Drug-Free Workplace Program requirements, see Part II. Personal Benefits and Services, Human Resources Matter section of this handbook.

SECURITY CLEARANCES

The duties and responsibilities of each position correlates with a specific “sensitivity level.” This sensitivity level determines the type of personnel security investigation and level of security clearance required for the employee that occupies the position:

- A “No Clearance Required” designation correlates with a “non-sensitive position”
- A “Secret” level security clearance correlates with a “non-critical sensitive position.”
- A “Top Secret” security clearance correlates with a “critical sensitive position.”
- A “Top Secret/Sensitive Compartmented Information” (SCI) clearance correlates with a “special sensitive position.”

The servicing Human Resources office is responsible for ensuring managers update the sensitivity level as position descriptions change and for coordinating with the personnel Security Office. After an individual accepts a tentative job offer, the personnel Security Office will coordinate with other Government entities and the component Security Manager to facilitate the security clearance and any special access credentialing. Each “Special Access Programs” (SAP) requires a specific clearance level. Many SAPs require SCI access, and specific program indoctrination.

For new employees, once employment begins, the component Security Manager will coordinate execution of the Classified Information Nondisclosure Agreement, SF Form 312, and all necessary special access/special program indoctrinations.

Questions related to security clearances may be addressed to the WHS Human Resources Directorate Personnel Security Operations Division at 571-372-4002/3985 or your component Security Manager.
Building Access

Obtaining a Common Access Card

The Common Access Card (CAC) is the principal card used for identification, physical access to the Pentagon and other DoD facilities in the National Capital Region (NCR), and is the key to enable information technology systems and applications that access the Department’s computer networks.

To obtain a CAC, you must have, at minimum, a favorable completion of a Federal Bureau of Investigation (FBI) fingerprint check, an initiated National Agency Check with Inquiries (NACI), a National Agency Check, law and credit checks, or an initiated national security investigation. The NAC consists of searches of the Office of Personnel Management Security/Suitability Investigations Index, the Defense Clearance and Investigations Index; the FBI Identification Division's name and fingerprint files, and other files or indices when necessary. The NACI, the basic and minimum investigation required on all new Federal employees, consists of a NAC with written inquiries and searches of records covering specific areas of a person's background during the past 5 years. Inquiries are sent to current and past employers, schools attended, references, and local law enforcement authorities. Once favorably completed, it typically takes only a few days for your appointment information to flow into the Defense Enrollment Eligibility Reporting System (DEERS), and the Real-time Automated Personnel Identification System (RAPIDS).

Authorizing Officials and Administrative Officers within your component have the authority to issue CAC applications. Your Administrative Officer will approve your application and provide further instructions.

The Pentagon CAC Office is located inside and to the right of the Pentagon Metro entrance. Hours of operation are 8:00 am to 4:00 pm Monday, Tuesday, Thursday, and Friday; and 8:30 am to 4:00 pm Wednesday.

Parking at the Pentagon

The WHS, Facilities Services Directorate (FSD), Parking Management Office (PMO) administers and manages the Pentagon Reservation parking program. All vehicles parked on the Pentagon Reservation must be registered in the parking database with an authorized, assigned parking permit or vehicle parking clearance. Most parking permits and clearances are issued through the employee’s parking representative/sponsoring agency.

Executive Parking

Executive parking spaces are allocated to senior officials based on their assigned positions based on the DoD Order of Precedence. Upon approval, a parking permit will be issued to the senior official for entry through each Vehicle Access Control Points (VACP) parking location. All OSD agencies have representatives who can assist incoming officials with parking-related matters.

The WHS PMO is located in Room 2D1039 on the Pentagon Concourse. The PMO can be reached via telephone at 703-697-6251 from 7:00 am to 4:00 pm, Monday through Friday.

Contact the Pentagon Emergency Operations Center after hours at 703-697-1001.

Please see Appendix D for more information on reference materials pertaining to the DoD Order of Precedence accorded to Senior Officials or DefenseLINK at http://www.defenselink.mil/sites/.
In addition, WHS manages the following parking arrangements for OSD staff:

- Administrative support to designated senior officials who use the Executive Motor Pool (EMP).
- “Domicile-to-Duty” program for designated OSD officials.

For detailed driving and parking instructions, please see “Welcome to the Pentagon.”

SECURITY MATTERS: Protecting DoD National Security Information

The Under Secretary of Defense, Intelligence is the DoD senior security proponent reporting to the Secretary and Deputy Secretary of Defense for development and integration of risk-managed security policies and programs. DoD and OSD Components have designated Security Managers responsible for implementing security policy and procedures, assuring security procedures are followed, and assisting senior officials in carrying out their security responsibilities. The SM also addresses requirements in the areas of personnel, information, and physical (facilities) security, and coordinates with other technical specialists regarding information systems security, operations security, industrial security, and the Privacy Act.

SECURITY EDUCATION AND AWARENESS

Pursuant to Public Law 100-235, Computer Security Act of 1987, all personnel, including contractors and consultants, are required to receive initial and periodic computer security awareness training to obtain and maintain access to federal computer systems.

PROTECTION OF DO D CLASSIFIED INFORMATION

Authority to Classify Information

Classified information is official information that has been determined, in the interest of national security, to require protection against unauthorized disclosure and has been designated “classified” IAW Executive Order 13526 or other pertinent classification guide. Certain positions require the authority to make original classification decisions up to a specified level of classification (e.g., Top Secret). Original classification decisions are decisions about information whose classification status has not yet been determined. DoD Manual 5200.01Vol 1 contains information on original classification authorities (OCA) including the requirements and process to request OCA. Prior to exercising the authority, officials occupying these positions must certify in writing that they have completed OCA training.

Employees using derivative classification, i.e., extracting classified information, paraphrased, or otherwise taken from a document already determined to be classified, do not need specific delegation of authority. The original classification level and markings are maintained with the data and associated with them in its new location. However, annual derivative classification training is required. Your organizational Security Manager will assist you with these requirements.

Unauthorized Disclosure of Classified Information to the Public

Unauthorized disclosure of classified information to the public is a criminal offense and a lifetime responsibility. Unauthorized disclosure reduces the effectiveness of DoD management, and damages intelligence and operational capabilities, and lessens the DoD’s ability to protect critical information, technologies, and national security programs. Unauthorized disclosure of classified
information is subject to sanctions that may include, but are not limited to, warning, reprimand, loss or denial of access to classified information, discharge, and action under applicable criminal law.

Upon commencement of your service in DoD, the Security Manager of your organization will brief you on the appropriate procedures to protect classified information. Additionally, you will receive annual security awareness training. Only employees occupying a position that requires access to classified information, have been granted a clearance, and have signed the appropriate non-disclosure agreement will be provided access to classified information. Verify that a person has the necessary clearance and need-to-know before you share or grant access to classified information. Classified information must always be properly marked and stored (in a safe or a room in which “open-storage” is authorized). Never accept possession of any classified material above your clearance level. Specific questions about how to handle classified information should be directed to your Organizational Security Manager.

Your leadership and direct involvement in preventing the unauthorized disclosure of information is essential to the success of the Department and its mission. You are responsible for ensuring the personnel under your authority and control have the resources and training necessary to understand their individual responsibilities to safeguard classified information and prevent unauthorized disclosures. You must also ensure all known or suspected instances of unauthorized disclosure of classified information to the public are promptly reported and investigated, and that appropriate corrective action is taken.

**SECURITY REVIEW OF DoD INFORMATION PRIOR TO RELEASE TO THE PUBLIC**

Any official DoD information intended to be presented or published in the public domain, regardless of medium or format must undergo security and policy pre-publication review. The DoD requires reviews to ensure sensitive or security-compromising information is not present.

**Documents Involving News Media and DoD Press Releases**

The Assistant Secretary of Defense for Public Affairs ATSD (PA) is the sole release authority for official DoD information. In accordance with DoD policy ATSD (PA) is responsible for ensuring dealings with the news media and general public are conducted in a manner that safeguards information protected by law and maintains the integrity of the government’s decision making processes. Writers, authors, and speakers are responsible for ensuring information involving the news media or public engagement, such as an official DoD news release or public affairs related information like non-technical speeches, are submitted for content review and clearance authority prior to release to the public.

**Background remarks** are remarks that may be reported only if attributed to an unnamed source—for example, “An OSD official who asked to remain anonymous revealed that…” A background discussion or briefing is generally held to give news media representatives a better understanding of a situation. Many service schools and other organizations have adopted a non-attribution policy as a means of encouraging speakers to be as open and frank as possible. However, records of background media briefings are not protected from disclosure under the FOIA. Any speaker whose presentation is rendered in an official capacity should be aware that copies of non-attribution remarks in office files may be subject to disclosure.

The form of attribution must be agreed upon in advance between the press officer on behalf of the OSD official and the media representative or host organization. Cameras cannot be used in background sessions. The host organization bears the primary responsibility for ensuring that
background remarks will not be recorded, that the information is appropriate for public release, and that the audience is aware of this precondition.

For more information, check with your Administrative Officer, Security Manager, or ATSD (PA) at 703-697-9312.

**DoD Technical Presentations, Articles, Papers, and Book Manuscripts**

Official information originating within the Department, or from a former or retired DoD member, is reviewed by the Defense Office of Prepublication and Security Review (DOPSR) in accordance with the DoD Security and Policy Review Program. DoDI 5230.29 contains examples of the type of information that meets submittal requirements.

DOPSR reviews documents for inadvertent classified information, the correct portrayal of any DoD policy, and for unclassified but export-controlled technical data on defense articles. Review outcomes include cleared for public release with no objection, recommended changes, as amended (mandatory changes), or an objection to publication (with appeal rights). Control markings indicating classification level, “For Official Use Only” (FOUO) or Controlled Unclassified Information (CUI) (once officially implemented by the Department) may be required depending upon the review outcome.

Individual technical speechwriters, authors, and speakers are responsible for ensuring content review and clearance of official speeches and writings prior to release to the public. Please discuss the particulars with your Security Manager.

Questions may also be addressed to the Defense Office of Prepublication and Security Review at (703) 614-5001 or via the web at http://www.dtic.mil/whs/esd/osr/.

**Guidelines for the Protection of Federal Records and Personal Papers**

Federal records **may not be removed from DoD custody**. DoD records and non-record materials, including drafts, working papers, emails, calendars and contact lists (regardless of format) are government-owned, proprietary to the DoD component to which you are assigned. Federal Records cannot be copied, removed from DoD custody, transferred (internally or interagency) or destroyed except as authorized in accordance with DoD policy. The transfer or removal of non-record copies of federal records is a privilege allowed only when in the best interest of the Department and does not interfere with day-to-day operations. The DoD Component head, DoD Component Senior Agency Official for Records Management, and the Component Records Officer have the authority to approve or deny the transfer or removal of DoD records and information. Federal records must be managed in accordance with the agency’s records disposition schedule. Email and electronic files are considered records until reviewed by your agency’s records manager.

In accordance with the Federal Records Act, Agency heads must establish policies on safeguarding official Federal records. Such safeguards include ensuring all DoD officials and employees are made aware of their responsibilities concerning the records created or received in the conduct of Government business. The unlawful removal or destruction of Federal records could result in penalties that include monetary fines or imprisonment for not more than three years, or both. In some cases, the penalty may also include disqualification from holding any U.S. Government office. To forestall violations, it is important that DoD officials are able to distinguish between Federal records and personal files. The security of classified information is
fundamentally everyone’s responsibility. Proactively seek and adhere to advice and guidance from your Component/organizational Security Manager, diligently use burn bags, and take advantage of regular refresher security training.

Federal Records

Federal records include all recorded information, regardless of physical form or characteristics, made or received by a Federal agency under Federal law or in connection with the transaction of public business and preserved, or appropriate for preservation, by that agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the United States Government. Federal records cannot be removed from Government custody and are often referred to as official records.

Recorded information includes all traditional forms of records, regardless of physical form or characteristics, including information created, manipulated, communicated, or stored in digital or electronic form. This includes email, text messages, instant messages and social media.

Records may be either originals or copies, such as file copies of outgoing correspondence or copies forwarded for action. Multiple copies of the same document and documents containing duplicative information may have record status if each serves a separate administrative purpose, and if they are kept in separate filing or record-keeping systems. Preliminary drafts and working papers are Federal records if they explain how the agency formulated and executed significant program policies, decisions, actions, or responsibilities—or if they contain unique information such as annotations or comments.

Electronic records including electronic mail and attachments, word processing, spreadsheet, presentation slides, etc. that meet the above definition, when possible, should be maintained in their original electronic format. If electronically created records are maintained in a paper recordkeeping system, the information necessary for a complete record must be printed.

All Federal employees are required to take Records Management training annually in accordance with the Federal Records Act, Federal Regulations, Office of Management and Budget, and DoD Policy.

Personal, Non-Government Email Accounts

Federal employees should avoid the use of personal, non-government email accounts to conduct government business. DoD policy prohibits the use of non-official electronic messaging accounts to conduct official DoD communications except in rare circumstances. The use of personal email, social media, instant messaging and other Web 2.0 applications, programs and systems to conduct government business must comply with the DoD Joint Ethics Regulation (DoD 5500.07 Para 2-301). Should you use a non-official email account to conduct government business, you must forward your message to your government account within 20 days per Public Law 113-187.

Personal Files, Personal Papers, and Personal Records

Personal files are documentary materials, or any reasonably segregable portion thereof, of a private or nonpublic character that do not relate to, or have an effect upon, the conduct of agency business. Personal files are excluded from the definition of Federal records and are not owned by the Government. Documentary materials is a collective term for records and non-record material that refers to all media on which information is recorded, regardless of the nature of the medium or the method or circumstances of recording. Examples of personal files include:

- Materials accumulated by an official before entering Government service that are not used subsequently in the transaction of Government business.
Materials relating solely to an individual’s private affairs, such as outside business pursuits, professional affiliations, or private political associations that do not relate to agency business.

Diaries, journals, personal correspondence, or other personal notes that are not prepared or used for, or circulated or communicated in the course of, transacting Government business.

The last category is the most difficult to distinguish from Federal records due to its work-related content. Officials should be mindful of the requirement to maintain personal files separately from the records of the agency. Classified materials may not be removed. Personal files may be removed after review by the agency.

More information concerning the maintenance, access, and disposition of Federal records, information and personal files may be obtained from your designated records management official or http://www.archives.gov/records-mgmt/agency/departments/defense.html.

**PRIVACY MATTERS**

The Office of the Deputy Chief Management Officer, Director of Oversight and Compliance is the DoD Senior Agency Official for Privacy. The Defense Privacy, Civil Liberties and Transparency Division (DPCLTD), reports to the Director of Oversight and Compliance and is responsible for developing Department-wide privacy policy. Designated Privacy Officers across DoD and in the OSD Components are responsible for implementing privacy policy and procedures, assuring privacy procedures are followed, and assisting senior officials in carrying out their privacy responsibilities; and for coordinating with Security Managers.

**PRIVACY EDUCATION AND AWARENESS**

All personnel, including contractor employees and consultants, are required to receive initial and yearly privacy awareness training. The training covers responsibilities and rules of conduct that apply to all DoD personnel.

**UNAUTHORIZED DISCLOSURE OF PERSONALLY IDENTIFIABLE INFORMATION**

Personally identifiable information (PII) must only be accessed and used if you have a need to know in order to conduct official DoD business. In cases where you need to transmit or receive PII, you should take care to encrypt any e-mail or files. Unauthorized disclosures of PII (breaches) must be reported to your supervisor. Breaches must also be reported to the Senior Component Official for Privacy within 24 hours of discovery. There are penalties for non-compliance.

Your leadership and direct involvement to prevent unauthorized disclosure of PII is essential to the success of the Department. Ensure personnel under your authority and control have the resources and training necessary to understand their responsibilities to safeguard PII and prevent unauthorized disclosures. Ensure all known or suspected breaches are promptly reported and investigated, and appropriate corrective action is taken.

Questions should be addressed to the OSD/JSOC Chief of Records, Privacy and Declassification Ms. Luz Ortiz; the DoD Records Officer, Ms. Patricia Benner; or your DoD Component Records Officer. Please see Appendix B and C for contact information.
The Pentagon Force Protection Agency (PFPA) is mandated to protect and safeguard personnel, visitors, infrastructure, and other resources of the Pentagon Facilities. PFPA also provides security services for DoD-occupied facilities within the National Capital Region (NCR). PFPA accomplishes its law enforcement mission with a combination of federal police officers, criminal investigators, and security professionals.

In addition to the law enforcement elements of its mission, PFPA is responsible for mail screening operations at the Pentagon Reservation. PFPA uses multiple technologies to screen all incoming mail and packages for possible hazards. Each day the agency screens more than 3,000 pieces of United States Postal Service mail, packages, and parcels. All personnel are reminded that items sent to the Pentagon Reservation are for Official Government Business only. There should be no mailing of personal items to the Pentagon.

PFPA’s other security responsibilities include lock installation and services (including security alarms); disposal of classified waste; communications security; and access control, including issuance of access credentials for tenants and visitors.

For more information about the services PFPA is chartered to provide, please visit their website at http://www.pfpa.mil/

Pentagon Reservation Emergency Response Program

The Pentagon Reservation Emergency Response Program encompasses a number of protective capabilities ranging from sophisticated Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) detection systems to highly trained emergency response professionals. All personnel are critical to the success of this program as an educated, informed, and cooperative occupant. Administrative Instruction (AI) 111, “Component Emergency Response on the Pentagon Reservation,” December 2, 2010, provides guidance on Pentagon emergency response capabilities and defines individual responsibilities if an emergency situation occurs on the Pentagon Reservation.

All Pentagon Reservation personnel are responsible for:

- Understanding and executing component response plans, which incorporate the Pentagon’s three emergency response actions (shelter in place, relocate, or evacuate).
- Assembling an individual “go-kit” of emergency items (optional) which can be used during an extended shelter-in-place situation or following decontamination operations.
- Advising their supervisor of any special need requirements.

Recommended items for a go-kit include water, non-perishable food, a first-aid kit, a change of clothes, comfortable shoes, medication needed on a daily basis, duplicate car/house keys, and basic identification documents.

The Office of the Pentagon Fire Marshal (OPFM), located in the WHS FSD, has overall responsibility for establishing, assigning, and managing egress routes and assembly areas for the Pentagon Reservation. These routes and assembly areas are not only used in the event of a fire but for
all emergencies requiring the evacuation of Pentagon occupants. In addition, the OPFM develops emergency response plans for employees with special needs. The Pentagon receives emergency fire support from Arlington County.

The OPFM emergency egress tutorial can be located at: https://fire.whs.mil/.

For questions about the Pentagon Reservation Emergency Response Program, call 703–571–PREP (7737) or e-mail PFPAOEM@pfpa.mil.

The Pentagon Operations Center (POC) operates 24/7, 365 days of the year. In a fire emergency, contact the IEOC at 703–697–1001.

**Physical Security at Ceremonies and Special Events**

The component Protocol Office will coordinate ceremony and special event details with the PFPA Special Events Unit (SEU). PFPA SEU will then coordinate appropriate security coverage with the assigned Military Service Protective details.

A List of PFPA Points of Contact and locations for additional information can be located at Appendix B and C.

**Legal Matters: An Abridged Guide to the Standards of Ethical Conduct in Government and Overview of Other Legal Issues**

**Ethics**

The DoD General Counsel is the Designated Agency Ethics Official (DAEO) for DoD employees, both civilian and military, who serve in the Office of the Secretary of Defense, most DoD Field Activities, and the Joint Staff.

**Important Advice**

If you are not positive that what you are about to do is appropriate, ask your ethics counselor. One mission of ethics counselors is to advise personnel on accomplishing their goals without violating the standards of conduct. In fact, disciplinary action for violating the standards of conduct will not be taken against you if you act in good faith reliance upon the advice of your ethics counselor following a full disclosure of all relevant circumstances.

This section provides a general summary of the rules. It does not include every rule, exception, requirement, or all the factors that must be considered in making certain ethics-related decisions. If you are unsure of your actions, call your ethics counselor before you act.

Please note that the President may issue an Executive Order (EO) or other document adding further ethics restrictions as has been done in the past. Contact your respective ethics official to confirm whether you are subject to and what are those restrictions.

**General Principles of Public Service**

**Remember:** Violating ethics principles may result in disciplinary or corrective action, including criminal prosecution. Protect yourself from disciplinary action by seeking the advice of your ethics counselor.
Department of Defense Handbook | Incoming Officials

**Official Responsibilities**

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<thead>
<tr>
<th><strong>DO</strong></th>
<th><strong>DON'T</strong></th>
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<tr>
<td>Place Loyalty to the Constitution, the laws, and ethical principals above private gain.</td>
<td>Use public office for private gain.</td>
</tr>
<tr>
<td>Act impartially to all groups, persons, and organizations.</td>
<td>Use nonpublic information to benefit yourself or anyone else.</td>
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<tr>
<td>Give an honest effort in the performance of your duties.</td>
<td>Solicit or accept gifts from persons or parties that do business with or seek official action form DoD (unless permitted by exception).</td>
</tr>
<tr>
<td>Protect and conserve Federal property.</td>
<td>Make unauthorized commitments or promises that bind the Government.</td>
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<tr>
<td>Disclose waste, fraud, abuse, and corruption to appropriate authorities.</td>
<td>Use Federal property for other than authorized activities.</td>
</tr>
<tr>
<td>Fulfill in good faith your obligations as a citizen, and pay your Federal, State, and local taxes.</td>
<td>Take jobs or hold financial interests that conflict with your Government responsibilities.</td>
</tr>
<tr>
<td>Comply with all laws providing equal opportunity to all persons, regardless of their race, color, religion, sex, national origin, age, or handicap</td>
<td>Take actions that give the appearance that they are illegal or unethical.</td>
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**GIFTS**

**What is a Gift?** A gift is anything of value.

**What is Not a Gift?** Here are examples of items that are not defined as a “gift”:
- Modest items of food and refreshments (like coffee and donuts) when not served as a meal
- Prizes in contests open to the public
- Greeting cards and items with little intrinsic value, such as plaques, certificates, and trophies, intended only for presentation
- Commercial discounts available to the public or to all Government civilian or military personnel
- Anything the Government acquires by contract or otherwise legally accepts
- Anything for which you pay market value

**Gifts From Outside Sources**

**Rule: You may not** accept a gift given because of your **official position**, or by a **prohibited source**.

Regardless of any exceptions that allow accepting gifts, it is **always impermissible** to:
- Accept a gift in return for being influenced in the performance of an official act. This is a bribe!
- Solicit or coerce the offering of a gift.
- Accept gifts from the same or different sources so frequently that a reasonable person would think you are using your office for private gain.
- Accept a gift in violation of a statute.
What is a Prohibited Source? A prohibited source is any person who is, or any organization a majority of whose members are:

- Seeking official action by DoD
- Doing or seeking to do business with DoD
- Regulated by DoD, or
- Substantially affected by the performance of your official duties

Gifts That You May Keep

Remember, you do not have to accept a gift. It may be prudent, depending on the circumstances, to decline a gift, even when it is allowed by a gift exception:

- Gifts valued at $20 or less, but not cash or investment interests, and not more than $50 in total from one source in a year.
- Gifts motivated by personal relationships.
- Certain discounts and similar benefits offered by professional organizations; or
  - to groups unrelated to Government employment (such as AARP) or in which membership is related to Government employment, if the same benefits are available to other, similar organizations (e.g., discounted loans to Government credit union members).
  - by a non-prohibited source to any group not determined on the basis of grade or rank, type of responsibility, or pay.
- Gifts resulting from your or your spouse’s outside business activities such as free attendance provided by a state, local government, or tax exempt civic organization when there is a community relations interest.
- Gifts accepted under specific statutory authority, such as certain gifts from a foreign government or gifts offered to a wounded or injured DoD employee.
- Certain educational scholarships and grants.
- Free attendance, food, and entertainment (not travel) when provided by a sponsor of an event on the day that you are speaking or presenting information, or of a widely attended gathering, provided that your supervisor determines that your attendance is in the agency’s interest. If the sponsor has interests that may be affected by your duties, an additional conflict of interest determination is required.
- Free attendance, food, and entertainment (not travel) provided by a person other than the sponsor of a widely attended gathering, if the market value of the gift of free attendance is $375 or less and more than 100 persons are expected to attend, and your supervisor determines that your attendance is in the agency’s interest. If the person has interests that may be affected by your duties, an additional conflict of interest determination is required.
- Meals, lodging, transportation, and other benefits in connection with employment discussions.
- Awards for meritorious public service or achievement and honorary degrees.
- Travel benefits and free attendance from political organizations in connection with certain political activities.
- Food and entertainment (not travel and lodging), at social events, if the invitation is not from a prohibited source, and the event is free to all attendees.
- Gifts of food and entertainment (not to exceed the per diem rate) at meetings or events attended in an official capacity in foreign areas, when not provided by a foreign government and non-U.S. citizens participate in the meeting or event.

NOTE: Many of these gift exceptions are not available to political appointees if the gift is from a registered lobbyist or lobbying organization.
Foreign Gifts

**Rule:** Federal employees may accept gifts from foreign governments if the gift is below “minimal value” which is currently $375 and below. Check with your ethics counselor about appraising the gift.

Disposition of Improper Gifts

**Rule:** If you are offered a gift that you cannot accept, you should promptly: decline the gift, return the gift, or pay the donor the gift’s market value.

Gifts Between Employees

**Rule:** You may not accept a gift from an employee who earns less than you unless you have a personal relationship with the employee and you are not in the chain of command.

**Rule:** You may not give, make a donation toward, or solicit a gift for someone superior to you in the chain of command.

Exceptions to the Rule

On an occasional basis, such as holidays or birthdays, you may give to a superior or receive from a subordinate non-monetary gifts of up to $10, personal hospitality provided at a residence (or an appropriate host/hostess gift), or food or refreshments shared in the office.

On special, infrequent occasions, of personal significance (such as marriage, illness, or birth or adoption of a child).

On special, infrequent occasions, that terminate the chain of command, such as retirement, resignation, or transfer you may: solicit voluntary contributions up to $10/person for a group gift, give an appropriate gift to a superior, or accept appropriate gifts from subordinates and group gifts that do not exceed $300.

Conflicts of Interest

**Conflicting Financial Interests**

**Criminal Rule:** You may not do government work on a particular matter that will affect the financial interest of:

- You;
- Your spouse, minor children, or your general partner;
- Organizations with which you are negotiating or have an arrangement for future employment; or
- Any organization for which you serve as an employee, officer, director, trustee, or general partner.

If you think you may have a conflicting financial interest, consult your ethics counselor immediately to determine the appropriate remedy.

**Bribery and Graft**

**Rule:** You may not seek or accept anything of value, other than your salary, for being influenced in the performance of your official duties.

**Commercial Dealings Between DoD Employees**

**Rule:** You may not knowingly solicit or make solicited sales to personnel who are junior in rank, grade, or position (or their families). This includes insurance, stocks, real estate, cosmetics, household supplies, and other such goods and services.
Representation of Others in Matters Affecting the Government

Rule: You generally may not represent anyone outside the U.S. Government before a Federal agency or court, or share in any compensation for such representations made by anybody else, if the Government is involved in the particular matter. There are limited exceptions that include special exceptions for “special government employees” such as experts or consultants.

Supplementation of Federal Salary

Rule: You may not accept compensation from any source except the U.S. Government for your services as a Government employee. This rule does not apply, if:

- you are a “special Government employee” or
- you serve without compensation, or
- the gift or other item of value can be accepted in conformity with the rules governing gifts from outside sources (such as a public service award) or gifts between employees.

Impartiality in Performing Official Duties

Rule: Maintain your impartiality. Do not participate in any particular DoD matter if the matter is likely to affect the financial interest of a member of your household, or a person with whom you have a “covered relationship” is involved in the matter, and a reasonable person with knowledge of the relevant facts could question your impartiality.

Who may be in a “covered relationship”? 

- A member of your household or a relative with whom you are close,
- Someone with whom you have or seek to have a business relationship other than a routine consumer transaction,
- An organization (other than a political party) in which you actively participate,
- Someone with whom you had, within the last year, a close business relationship, such as partnership or employment, or
- Someone with whom your spouse, parent, or dependent child has (or seeks to have) a close business relationship, such as partnership or employment.

Misuse of Position

Rule: You may not use, or permit the use of, your Government position, title, or any authority associated with your office to:

- induce or coerce another person to provide any benefit to you or anyone with whom you are affiliated
- imply that DoD or the Government endorses personal activities
- endorse any product, service, or enterprise, except as provided by statute or regulation

Use of Government Resources

Rule: Use Federal Government equipment and property, including communications systems, only for official purposes or authorized purposes as approved by your supervisor.

Rule: Use official time in an honest effort to perform official duties and do not ask subordinates to perform tasks outside their official duties.
FUNDRAISING

Rule: As a general rule, you may not engage in fundraising in the workplace. You may raise funds for organizations in your personal capacity outside the workplace, however, you may not use your official title, position, or authority when doing so, nor may you solicit subordinates or prohibited sources.

TEACHING, SPEAKING, AND WRITING

Rule: You may accept payment for teaching, speaking, or writing that is unrelated to your official duties and that was not prepared on official time.

If the work identifies your employment by DoD you must make a disclaimer expressly stating that the views expressed are your own and do not necessarily represent the views of DoD or its components.

OUTSIDE ACTIVITIES

If you file a financial disclosure report (OGE Form 278 or 450), you need your supervisor’s prior written approval before you engage in business activity or compensated employment with a DoD “prohibited source” (defined above in the section on “Gifts”). Presidential appointees and certain non-career employees have additional restrictions.

Rule: You may not have outside employment or activities that would materially impair your ability to perform your official duties.

POLITICAL ACTIVITIES

Most Federal civilian employees may actively participate in political campaigns and other partisan political activities. However, they may not engage in such activities on duty, or in any Federal workplace, vehicle, or while in uniform. Further, they may not use their official title, position or authority when engaging in partisan political activities.

While the Hatch Act loosened restrictions on partisan political activity for most Federal civilian employees, Federal laws still limit the partisan political activities of military personnel, employees of certain law enforcement and national security agencies, and career SES employees. Certain political appointees are subject to additional restrictions by DoD policy, i.e., they may not engage in any activity that could be interpreted as associating DoD with any partisan political cause or issue.

If you plan to engage in any partisan political activity, you should consult your ethics counselor.

EMPLOYMENT ISSUES

Seeking Employment

Rule: If you are seeking non-Federal employment (e.g., sending resumes to select employers), you may not do Government work on a particular matter that will affect the financial interests of any of your prospective employers. You must give a written disqualification statement to your supervisor.

Post-Government Employment

Always consult your ethics counselor before separating from the Government. He or she will advise you on the restrictions that will apply to your activities in the private sector in light of your specific duties and level of responsibility as a Government employee.
**Official Travel Benefits**

You may keep promotional items such as frequent flyer miles that are awarded for official travel. You may also keep promotional items given to compensate you for being voluntarily bumped from a flight. You may voluntarily surrender your seat ONLY if doing so does not adversely affect the performance of your official duties and does not result in additional cost to the Government.

You may **not** keep promotional items given to compensate you for being involuntarily bumped from a flight.

**Sources of Further Information on Government Ethics**

If you have further questions, consult your OSD or service specific ethics counselor.

In OSD, contact the Standards of Conduct Office (SOCO) via osd.soco@mail.mil or by telephone at 703-695-3422

Army: usarmy.pentagon.bqda-ogc.mbx.ef@mail.mil or 793-695-4296

Air Force: USAF.ethics@mail.mil or 703-693-9291

Navy & Marine Corps: ethics@navy.mil or 703-614-7433

Additional information is available in:

*The Standards of Conduct for Employees of the Executive Branch.* The U.S. Office of Government Ethics has developed a comprehensive set of regulations to assist Federal employees with their ethics questions. This is a primary source of guidance on ethics and standards of conduct. It may be found on the Office of Government Ethics website: https://www.oge.gov.

*DoD Supplemental Standards of Conduct.* DoD’s Supplemental Standards of Conduct found at 5 C.F.R. Part 3601.

*DoD 5500.07-R, the Joint Ethics Regulation (JER).* The JER contains supplemental rules for DoD personnel. The SOCO web site is at: http://www.dod.mil/dodge/defense_ethics/main.html

**Congressional Oversight**

DoD recognizes the authority of the Congress to perform oversight in order to draft legislation and ensure transparency regarding the effective functioning of the Department. As such, DoD is committed to accommodating all reasonable written requests from chairs of congressional committees with jurisdiction over the Department. The congressional accommodation process is a negotiation with committee staff undertaken with the goal of providing sufficient information to allow for effective oversight while also protecting departmental equities and privileges. The Office of the Deputy General Counsel (Legislation) manages DoD responses to congressional oversight, and should be engaged early in the process to facilitate responses to congressional requests.

**Role of Federal Advisory Committees**

Officials may want to reach out to private citizens to garner advice and recommendations from experts in certain areas of interest to the Government. In order to assure that there is some formality to this process, and to enhance public awareness, the Federal Advisory Committee Act (FACA) was enacted in 1972. The FACA provides for the establishment of federal advisory committees that provide advice to
the government. In addition to enhancing public awareness of private involvement in government, the FACA also assures accountability of, and reduces wasteful expenditures on, Federal advisory committees. In other words, the FACA assures the advice provided by these committees is objective and accessible to the public.

The FACA is a procedural law, governing the establishment, operation, administration, and termination of Federal advisory committees. A committee, board, panel, or similar group is subject to the FACA if it is established by statute, or established or utilized by the President or by an Agency official, here the Secretary of Defense; has at least one member who is not a Federal employee; and provides collective advice and recommendations to the Executive Branch.

DoD Federal advisory committees provide independent advice and recommendations to the Secretary of Defense through their Sponsors, who are defined as the Secretaries of the Military Departments, the Chairman of the Joint Chiefs of Staff, and the OSD Principal Staff Assistants; Federal Advisory Committees do not perform inherently governmental functions. While Federal Advisory Committees are not considered to be part of the DoD, Sponsors task them through written terms of reference, to provide advice and recommendations to address DoD’s strategic, long-term problems or other issues.

Pursuant to the FACA, membership must be fairly balanced in terms of points of view represented and functions to be performed. Advisory committee meetings must be noticed and open to the public, although the DoD can close meetings to the public pursuant to the Government in the Sunshine Act under ten exemptions such as one that permits closure of a meeting that will discuss matters that are classified and another that permits closure of a meeting that relates solely to the internal personnel rules and practices of an agency. The public has the legal right to submit written statements for consideration by committee members. A committee’s records must be made contemporaneously available to the public when they are made available to the members, although the DoD can assert FOIA exemptions for DoD-generated materials. Because advisory committees are not considered to be part of the DoD, the committee cannot exert any FOIA exemptions to protect materials it generates, including pre-decisional, deliberative process exemption.

You should note that FACA is not triggered if individual advice/recommendations from only one private citizen are sought.

**Workforce Management**

The Department strives to be a model employer, compliant with all Equal Employment Opportunity (for civilians) obligations. The Department follows merit systems principles, making civilian employment decisions based on merit and refraining from retaliating against employees who raise concerns about violations of laws, rules, or regulations or about mismanagement or wasteful practices.

Many employee complaints arise from failure to treat others with dignity and respect or from asking subordinates to perform personal tasks such as getting lunch or taking clothes to the cleaners which, while acceptable in the private sector, are impermissible to ask subordinates to perform in the Federal sector.

The Military Equal Opportunity programs in all four military services protect service members from improper discrimination. Unlike their civilian counterparts, the Military Equal Opportunity programs are based in policies rather than law.

**Reporting Senior Official Misconduct**

Under DoD Directive 5505.06, “Investigations of Allegations Against Senior DoD Officials,” allegations of misconduct by senior officials within DoD, both civilian and military, are to be made to the DoD Inspector General. The DoD Inspector General will then decide whether the allegation should be investigated and take appropriate action. For this purpose, a senior DoD official is defined as a current or former Presidential appointee, a current or former SES member or equivalent, or an active duty or retired General/Flag officer,
or an officer who has been selected for a General/Flag officer promotion. An allegation of misconduct is defined in the Directive as a credible allegation that, if proven, would constitute: (1) a violation of a provision of criminal law, including the Uniform Code of Military Justice (UCMJ); (2) a violation of a recognized standard such as the Joint Ethics Regulation, or other federal, DoD, or Service regulations, or; (3) any other conduct of concern to DoD leadership or that could reasonably be expected to be of significance to the Secretary of Defense, especially when there is an element of misuse of position or of unauthorized personal benefit to the senior official, a family member, or an associate.

**Uniform Code of Military Justice**

The current military justice system was established by the UCMJ, which Congress adopted in 1950 and has amended numerous times since. Implementing regulations are provided by the Manual for Courts-Martial, the current version of which was promulgated by President Reagan in 1984 and has been modified by Executive Orders 23 times since. The military justice system is generally limited to trying members of the armed forces – including members of the Reserve Component for offenses allegedly committed while performing military duties in a Federal status. However, the UCMJ also establishes court-martial jurisdiction over certain limited categories of civilians, including retired members of a Regular Component of the armed forces who are entitled to pay and civilians accompanying an armed force in the field during contingency operations.

The military justice system is a command-directed system, in which commanders exercise prosecutorial discretion by deciding what charges will be tried by courts-martial, determining what level of court-martial will try a particular case, and choosing the members (the equivalent of jurors) who will serve on court-martial panels. Commanders’ role in the system has been controversial in recent years as the Senate has considered, but thus far narrowly rejected, legislation to transfer prosecutorial discretion over common law offenses from commanders to senior military lawyers. Senior level officials must exercise great care in making statements about military justice matters. Such statements may be perceived as limiting the lawful discretion of individuals involved in the military justice system. For example, a statement from a high-level official suggesting that a particular kind of offense warrants a certain level of punishment may be deemed unlawful command influence. Such statements make it difficult for the military justice system to function as intended and may lead to judicial remedies including limitations on sentences or dismissal of charges. Consequently, before making any statement concerning the military justice system, senior level officials should seek legal advice.

**Official Travel**

The Joint Travel Regulation (JTR) governs official travel for DoD civilian personnel. OSD personnel must use the DoD online Defense Travel System (DTS) when scheduling official travel and requesting reimbursement. All official travel must be booked through a government-approved commercial travel office. Frequent OSD travelers, three or more times a year, must use a Government travel card for their official travel.

For travel abroad, all DoD military and civilian personnel, and contractor employees must receive Level 1 Antiterrorism (AT) and Area of Responsibility (AOR) briefings before departing on private travel, or before official travel orders can be issued. Individuals with a Sensitive Compartmented Information (SCI) clearance must receive an additional special briefing. Your security manager can advise on how to meet these requirements.

Travel from the continental United States (CONUS) to locations outside the continental United States (OCONUS) and from OCONUS to CONUS should be undertaken only when the need is absolutely clear, and then only by the fewest number of travelers possible, consistent with mission requirements. Back-to-back trips by different officials to the same location(s) are strongly discouraged and should be coordinated to prevent this situation from occurring. Force protection planning must be an integral part of all travel planning, particularly for overseas travel. The OSD traveler and the security manager should initiate the force protection planning at least 30 days prior to OCONUS travel by checking to see if there is a special security
brief(s) for the area(s) of travel and by making sure that the traveler has current AT training and has met the combatant commander’s certification requirement.

ETHICS ISSUES RELATED TO TRAVEL

The authority to accept gifts of travel and related expenses from non-federal sources is found at 31 U.S.C. § 1353, which outline proper procedures for the acceptance of gifts of travel and related expenses from non-Federal sources. When this statute applies, it shall be used to the exclusion of other authorities. At the DoD level, specific guidance is provided in DoD Regulation 5500.07-R, “Joint Ethics Regulation,” November 17, 2011.

To accept travel payments from a non-Federal source, Heads of Component commands or organizations may delegate approval authority, in writing, to a division chief under their supervision, who is serving in a civilian position equivalent to the military grade of O-6 (Colonel or Navy Captain) or higher. Prior to authorizing acceptance of an outside payment of official travel and related expenses, travel-approving authorities must consult with their own or the traveler’s ethics counselor and obtain a written determination from that ethics counselor that acceptance is appropriate. Any offer of non-Federally funded travel and incidental expenses should be considered a gift and generally may not be accepted without prior approval through your ethics officials and the appropriate travel-approving authority.

Officials must have approval to accept payment from a non-Federal source prior to travel. Once travel has started, limited changes can be made. If the DoD has not authorized acceptance of any payment from a non-Federal source prior to travel, you may only accept payment if the following conditions are met:

- The type of travel offered is allowed to be expensed by the existing travel authorization (e.g., meals, lodging, transportation, but not recreational or other personal expenses).
- The travel expenses are within the maximum allowances stated within the existing travel authorization.
- You request DoD authorization for acceptance from the non-Federal source within seven (7) working days after the trip ends.

If you accepted non-Federal travel support, but it does not meet the above requirements, you must reimburse the non-Federal source for the reasonable approximation of the market value of the benefit provided and claim the amount on your Government travel claim.

In addition to the criteria stated in 41 C.F.R. §§ 304-1.1 to 9.7 (2009), payment from a non-Federal source for official travel expenses may be accepted only if all of the following conditions are met:

- The offer of travel expenses must be unsolicited and completely voluntary.
- The gift may only be used for official travel.
- The gift may only be used for conferences or similar functions. An offer of travel expenses to perform functions essential to a DoD mission (such as inspections or oversight visits) or to attend sales presentations will not be accepted.
- The gift of travel may not create a conflict of interest. The approval authority must determine that acceptance would not cause a reasonable person in possession of the relevant facts to question the integrity of DoD programs or operations.

An offer of free travel for an accompanying spouse will be evaluated by the appropriate Ethics Officer on the basis of whether accepting the offer is in the department’s best interest.

Your Administrative Officer will provide assistance in all matters dealing with your official travel requirements. You may also contact the WHS HRD Defense Travel Service Help Desk at 571-372-7575.
Commercial Travel

Generally, all official travel on commercial carriers will be coach-class. However, once travel accommodations have been booked through DTS, you may upgrade your accommodations to business or first class by requesting a waiver to OMB and DoD policy, or by using personal unreimbursed funds or travel benefits such as frequent flyer miles.

Gratuities and Promotional Items Received from Commercial Sources

Promotional material, including frequent traveler benefits (e.g., frequent flyer miles, hotel/rental car “points”) earned by travelers on official business at agency expense, may generally be kept for personal use. The promotional material must be obtained under the same terms as those offered to the general public and must be at no additional government cost. The use of non-contract carriers solely to gain personal frequent traveler benefits is strictly prohibited. Frequent flyer miles earned during official travel may be used to upgrade official or personal flights to business or first-class, provided military uniforms are not worn and there is no public advertisement of rank or grade.

Spouse Travel

When authorized, accompanying spouses traveling on commercial aircraft are funded at government expense to fly coach/economy class, unless otherwise authorized. Spouses traveling in an accompanying spouse status are not permitted per diem. As an exception to policy, spouses may accompany their sponsors on commercial aircraft at government expense when at least one of the following conditions is met:

- The spouse must participate in an official capacity at an unquestionably official function. A spouse’s itinerary may justify the spouse’s travel on commercial air at government expense if it details the specific official events of sufficient duration in which the spouse will participate.
- The spouse’s presence at an official function is deemed to be in the national interest because of a diplomatic benefit to the United States.
- Spouses may travel unaccompanied to an official function, provided any or all of the above conditions are met and unusual circumstances exist on the part of the sponsor that may necessitate an exception to the general requirement that the spouse and sponsor travel together. Such unusual circumstances may include unplanned or unanticipated schedule changes or compelling mission requirements on the part of the sponsor. Under those unusual circumstances, the spouse shall travel in the most cost-effective manner available.

The Executive Motor Pool

The EMP, a branch of the Pentagon Motor Pool, provides official transportation services to authorized DoD officials. As authorized by the Director of Administration, Office of the Deputy Chief Management Officer (ODCMO), the Administrative Assistant to the Secretary of the Army is responsible for monitoring the activities of the EMP, and assuring it operates within the policies established by the OSD and Office of the Secretary of the Army.

Requests for a “preferred” driver are not authorized. Individual drivers should not be contacted directly. Use of EMP services is guided by the DoD Order of Precedence.

Requests for EMP support should be addressed to the Director, WHS FSD Integrated Services Division (ISD). For more information or assistance, please contact the EMP Program Manager at 703-697-2087.
Unauthorized Use

Each individual using or authorizing the use of government-owned or government-leased vehicles must be aware that vehicles are to be used solely for conducting official business and any other use is contrary to law. Transportation must occur from business point to business point (e.g., traveling from the Pentagon to a place of business and then back to the Pentagon). Examples of unauthorized use of government vehicles include, but are not limited to:

- Transportation of government officials to unofficial social functions, personal errands, and to transport spouses or visitors without an authorized accompanying official. Individuals requesting transportation may be required to authenticate or certify that a particular trip is necessary to conduct of official business.
- Spouses and dependents are only authorized transportation in government vehicles when accompanied by their authorized accompanying official and when attending the same official function. The spouse’s presence must not require a larger vehicle than authorized for official passengers. The transportation of dependents, other than spouses, is appropriate under only the most unusual circumstances and is never appropriate unless accompanying the authorized official.
- EMP authorized officials are permitted use of EMP vehicles for attendance at official functions after normal duty hours. Transportation cannot be provided to and from quarters or any portion(s) of the route thereof. Dependents or other attendees may not accompany the official in EMP vehicles unless their attendance is also required for official purposes.
- Transportation to after-hours functions should be thoroughly documented to prevent misunderstanding when reviewed by higher officials. Generally, when multiple persons are attending the function, transportation will be provided only to the senior official representing the Department, unless the transportation requirements can be consolidated and serviced by high occupancy vehicles such as vans or buses. Transportation to these functions will be treated as an exception to policy for which prior approval is required.

Cell Phone/Texting

DoD Instruction 6055.04, “DoD Traffic Safety Program,” April 2, 2010, prohibits all DoD personnel from text messaging, using cell phones, or using other hand-held electronic devices while driving any vehicle on or off DoD installations, whether or not on official government business. DoD personnel are prohibited from wearing any listening devices other than hearing aids, single ear-piece hands-free phone devices, and motorcycle driver/passenger intercom devices where allowed by law while driving any vehicle on official Government business.

Exceptions to DoD rules apply when the vehicle is safely parked or the individual is using a hands-free device. Use of hands-free devices is discouraged as they create significant distractions from safe driving performance. Another exception is for receiving or placing calls in the performance of duties from a tactical or emergency vehicle; e.g., law enforcement use of in-car mobile data terminals and other in-car electronic devices.

When operating a vehicle, DoD personnel are to follow all applicable state, local and host-nation laws that are more stringent than DoD policy regarding distractions while driving (e.g., using cell phones, text messaging).

Domicile-To-Duty Program

Domicile-to-Duty (home-to-work) transportation is defined by 41 C.F.R. Part 102-5 (2009), as the transportation via a government vehicle between the official’s home and his/her place of duty in the NCR, either during duty or non-duty hours. This benefit is taxable if one of the points is the official’s “domicile.”
The following officials are eligible for the domicile-to-duty program: the Secretary of Defense, the Deputy Secretary of Defense, the Under Secretaries of Defense, the Chairman, Vice Chairman, and members of the Joint Chiefs of Staff, and the Secretaries of the Military Departments. Non-PAS officials may use government vehicles only for official business.

Please contact your Administrative Officer for more information on this subject.

Sharing of Vehicles – Consolidation of Trips
In keeping with a previously issued Presidential memorandum concerning the reduction of Government waste and perquisites, and OMB Bulletin 93-11, “Fiscal Responsibility and Reducing Perquisites” (Apr. 19, 1993), the number of DoD executive motor vehicles has been reduced by approximately 50%. As a consequence, when more than one official entitled to a driver is attending the same function, they will be asked to share vehicles and whenever possible, to arrange schedules accordingly. This will permit more efficient use of EMP vehicles and possibly prevent another customer from being inconvenienced due to vehicle non-availability.

Transportation of Official Visitors
Transportation of official visitors must be specifically authorized by the Director of Administration, ODCMO as an exception to policy. When the transportation of official visitors is authorized, it is a service of the Pentagon Motor Pool (PMP), not the EMP. Use of commercial transportation is reimbursable when used by official visitors in connection with departmental orders and should be used in all but the most extreme circumstances.

Use of Couriers
PAS officials are authorized to use the EMP for courier duties. Office personnel will be required to accompany the EMP driver when classified documents are being delivered or where circumstances preclude leaving the vehicle unattended. Drivers will report to the immediate office of the principal official for courier instructions and materials to be delivered. Since time involved in courier duties results in diminished availability for passenger transportation, users are urged to restrict courier use to priority circumstances. If an EMP vehicle is not available, the PMP will provide service. In these instances, an individual from the requesting office must accompany the driver.

Seat Belt Law
It is the responsibility of the official to comply with seat belt law. Should a driver carrying an official be ticketed because the official is not wearing a seat belt, the ticket will be given directly to, or provided through official channels to the official, who will be held responsible for payment of the ticket.

Parking
Many destinations in the NCR, have restricted, limited, or no visitor parking facilities. Illegally parked vehicles will be towed or booted, and drivers ticketed. The Federal Government is prohibited from paying, or reimbursing drivers for the payment of parking tickets or towing charges. If they are incurred, the driver is responsible for payment.

Call-Back
“Call-back” refers to situations when all vehicles are committed, in which case the requestor is placed on a “waiting list” and will be notified when service becomes available. Except under the most unusual of circumstances, the EMP-serviced officials will not be placed on “call-back.” An example of an unusual circumstance would be a snow emergency or a similar situation.
OFFICE MATTERS

FURNISHING AND DECORATING YOUR PENTAGON OFFICE

Annual legislation has existed for many years limiting the funds that can be used to furnish, redecorate, or improve the offices of a PAS or PA. The maximum expenditure for furnishings and decorations is currently $5,000. The fund limitation may be exceeded only with advance notice transmitted to the House and Senate Appropriations Committees. For purposes of this limitation, the term “office” means the entire suite of offices assigned to or directly controlled by the appointee.

The fund limitation does not apply to routine maintenance, such as ordinary painting requirements or replacing carpet that has been worn beyond repair. The funds limitations are expenses that relate to non-mission changes, upgrades, or refurnishing. For this reason, furnishings can be particularly problematic. WHS maintains a limited stock of furniture available for appointee offices if additional furnishings are necessary.

Please seek advice from the WHS/PFPA Office of General Counsel at 703-693-7374 or your Administrative Officer if you have questions or concerns about expenditures.

MAIL

External Mail—Incoming, Outgoing, and FedEx

PFPA uses multiple technologies to screen all mail for possible hazards, including FedEx and like packages coming into the Pentagon from outside. This includes all overnight deliveries. Security measures may delay delivery. Please be aware that fragile or concessionaire items may not withstand the screening process.

Only official items should be mailed to the Pentagon Reservation. Perishable or personal items should not be sent to the Pentagon.

Morning and/or afternoon mail service may be requested. Outgoing mail on DoD letterhead is processed through the DoD Post Office. Since each directorate may have a different procedure for handling incoming and outgoing mail, questions should be directed to your organizational Administrative Officer.

Internal Mail—Official Distribution Courier

Each organization/directorate has courier services for pickup and delivery of internal mail and packages. The distribution courier has a morning and afternoon route, Monday through Friday.

The courier service delivers to specific locations only and the route is based on the delivery location, not a specific organization. It is important to include the recipient’s name and organization on the item being delivered since several organizations may share the same delivery location. Make certain contents are secure within a “Holey Joe” or other envelope. Please do not ask for exceptions to courier routes.

Marking/Addressing Unclassified Mail

Items moving via the courier service should be securely packaged and clearly marked with the name, office or department name (or acronym), room number, and building name (or symbol), such as Crystal Mall 3 or CM3.

To ensure all the contents arrive together, the use of “Holey Joe’s” and other envelopes is encouraged. However, to ensure those without a need to know cannot see the information, documents containing PII should not be hand delivered using a “Holey Joe” or other messenger-type envelope. Instead, use the DD
Form 2923, “Privacy Act Data Cover Sheet.” When mailing documents containing PII, Kraft or white envelopes should be used and documents can be double wrapped if appropriate. The envelope should be addressed to the attention of the authorized recipient; however, there should be no markings on the outside of the envelope to indicate the contents contain PII.

Return addresses are a necessity, as they ensure the package will not get lost or disposed of by someone who has questions. Bundling packages is acceptable, provided each package is individually addressed. If you send mail to the OSD mailroom (room 3C843), the recipient’s address must be clearly marked so the courier can correctly determine its final destination.

**Marking/Addressing Classified Mail**


Classified packages should be specifically identified to the courier, but markings on the outside of the double-wrapped package should be avoided.

It is suggested that personnel mailing SECRET material, via a courier, advise the recipient in advance of delivery so that they know when to expect it. If the sender fails to notify the recipient, then it should be brought to the attention of the courier and/or recipient immediately. “Holey Joes” or “shotgun” envelopes should never be used to transmit classified documents.

**Correspondence**

The “Manual for Written Material, Volumes I and II” should be consulted for matters of DoD style, such as forms of address, salutations, and valedictions in correspondence, date format, and the like. Incoming officials can review the volumes of these manuals online or print the required portions by going to [http://www.dtic.mil/whs/directives/corres/pdf/511004m_v1.pdf](http://www.dtic.mil/whs/directives/corres/pdf/511004m_v1.pdf) and [http://www.dtic.mil/whs/directives/corres/pdf/511004m_v2.pdf](http://www.dtic.mil/whs/directives/corres/pdf/511004m_v2.pdf).

**Pentagon Telephone**

Telephone numbers and addresses are published online in the Outlook Global Address Listing (GAL). Updates are managed individually via MilConnect at [https://www.dmdc.osd.mil/identitymanagement/authenticate.do?execution=e1s1](https://www.dmdc.osd.mil/identitymanagement/authenticate.do?execution=e1s1).

Be sure to replace the preceding user message voice mail with your own. Your new telephone number logon will be the full 10 digit number (i.e. 703-xxx-xxxx) and the default password “1234.”

Several telephone systems operate in the building and several different phone exchanges are used. These systems include a number of 703 and 571 area codes, as well as, a variety of local exchanges such as 614, 692, 693, 695, and 697. The Pentagon also uses the Defense Switch Network (DSN) phone system, with access via 222, 223, 224, and 225.

In addition, there are “secure telephones” that should already be in place if required for the position or mission of the office. Secure telephones and the crypto cards needed to use them are normally ordered by the organizational Security Manager. Use approved secure telephones for all classified and sensitive calls. Do not bring cell phones into a Sensitive Compartmented Information Facility (SCIF) at any time. Do not discuss any classified or sensitive information on a cell phone or any wireless device. Telephonic discussions of classified information may only be held on a secure telephone, not on a regular office telephone.
Dialing Instructions

Dial 99 for both local and long-distance telephone numbers.

To set up your Pentagon voice mailbox and to retrieve your voicemail messages, dial 703-571-5500 and follow the directions.

Telephone numbers, offices, and e-mail addresses of personnel working at the Pentagon can be found by putting the person's name, last name first, into the GAL. Using their CAC, personnel can access the GAL through the MS Outlook e-mail program on their computer.

If you dial 911 from a building landline, you will get the Pentagon Operations Center (POC). If you dial 911 from a cell phone inside the building or from the parking lot, you will reach Arlington County Police or DC Metropolitan Police (location and cell tower dependent).

For more information or assistance, contact your organizational Administrative Officer; Voicemail Retrieval at 703-571-5500 or the 24-hour Joint Service Provider (JSP) Service Desk at 703-571-5452.

PENTAGON INFORMATION TECHNOLOGY EQUIPMENT

The Pentagon provides various kinds of equipment and devices for use by incoming officials. These include laptops, cell phones, pagers, and other wireless, handheld, electronic devices. Please note that, for security reasons, cameras are not available with any of these devices. Please request what you need through your Administrative Officer.

For more information or assistance, please contact the JSP 24-hour Service Desk at 703-571-5452 or the Help Desk for Blackberries at 1-866-746-7080.

ORDERING SUPPLIES

Administrative supplies for official DoD business are ordered using a government issued credit card held by Government personnel, usually a career administrator. Every agency has its own operating procedures. However, there are certain guidelines common to all agencies. All purchases must be for official business only, and not for any personal or unauthorized use.

Please contact your Administrative Officer to determine which supplies are authorized and those that cannot be ordered.

PERFORMANCE MANAGEMENT

GENERAL SCHEDULE AND FEDERAL WAGE SYSTEM EMPLOYEES

For general schedule and federal wage system employees covered by the DoD Performance Management and Appraisal Program (DPMAP) and by AI 63, the rating cycle is 1 April – 31 March. Newly arriving rating or reviewing officials must ensure they can view their employees' performance plans in the MyPerformance system. They should review existing plans and gain an understanding of the thresholds necessary to rate the employees at the Fully Successful and Outstanding levels for each element in their employees' plans. Any revisions to elements and/or standards must be approved and communicated to employees in MyPerformance prior to the last 90 days of the cycle, in order to be rated at the end of the DPMAP cycle.
DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM EMPLOYEES

The Defense Civilian Intelligence Personnel System (DCIPS) rating cycle generally is 1 October – 30 September. Performance plans must be updated in the Performance Appraisal Application (PAA) to document new rating or reviewing officials, with objectives selected or validated by the new rating official and approved by the reviewing official. Performance objectives may continue from previous performance plans at the discretion of the new rating official in the updated performance plan. Any revisions to objectives must be approved and communicated to employees in the PAA prior to the last 90 days of the cycle, in order for the employee to be rated on them. Performance objectives need to be communicated to the employee in writing within 30 calendar days of the beginning of the evaluation period, within 30 days from the date of appointment to the position or a supervisory change, or whenever there is a need to modify an existing objective or add new objectives as a result of changes in mission priorities.

DoD CIVILIAN ACQUISITION WORKFORCE PERSONNEL DEMONSTRATION PROJECT EMPLOYEES (AcqDemo)

The AcqDemo rating cycle is 1 October – 30 September. New supervisors discuss with their employees the expected contributions for the appraisal period. The Contribution-based Compensation and Appraisal System Software (CAS2Net) is the system used to rate and enter/edit performance factors. Supervisors are responsible for making sure all employees appear in the system and are up to date on performance plans. The supervisor is responsible for entering in the employees Contributing Planning, Mid-Point Reviews, Annual Appraisal and Close-out Assessment.

For additional information, please contact your administrative office or send an inquiry to the Performance Management Team Inbox: whs.pentagon.brd.mbx.performance-management@mail.mil

SENIOR EXECUTIVE SERVICE AND SENIOR PROFESSIONALS

The DoD Senior Executive Service (SES) and Senior Level (SL), and Scientific or Professional (ST) performance appraisal cycle is October 1 – September 30. In consultation with their rating official, SES members and SL/ST professionals must develop a performance plan in the Executive Performance and Appraisal Tool within 30 days of appointment. The performance plan will include government-wide, DoD, and individual specific performance requirements. Executives must be on an approved performance plan for at least 90 days to receive a rating and be eligible for a performance-based payout. For additional information on SES and SL/ST performance management, please contact your administrative office or send an inquiry to Deborah Jacks-Pearson at deborah.m.jacks-pearson.civ@mail.mil.
PART II. PERSONAL BENEFITS AND SERVICES

HUMAN RESOURCES MATTERS

APPOINTING AUTHORITIES

The Federal government has a diverse group of position types, established to provide public service. These position and appointment types include but are not limited to: Presidential appointees, the Competitive Service, the excepted service, Highly Qualified Experts/Senior Mentors, and Senior Executive Service.

A list of human resources points of contact and websites for additional information are located in Appendix B and C.

Originally, all Federal personnel were appointed noncompetitively, which led to a widespread practice that based hiring on political considerations. However, with the establishment of the competitive service in 1883, applicants are required to compete for many federal positions. Over time, both the competitive and excepted services have evolved significantly and both provide different and complementary ways to acquire personnel. Today, a number of human capital management tools and flexibilities are available to assist agencies in their recruitment and hiring processes. While recognizing the need for flexibility in hiring, the Federal Government also seeks to assure that appointments are based on merit.

Federal agencies may be headed by individuals who are PAS. Additionally, the agencies may appoint individuals to SES positions through a competitive process, or make non-career or political SES appointments without competition (please see the section “Political Positions”).

The Competitive Service

The competitive service includes all civilian positions in the Federal Government that are not specifically “excepted” from the civil service laws by statute, the President, or the OPM, and are not included in the SES.

The competitive service hiring approach is the normal entry route into the civil service for most personnel. Historically, most Federal positions are in the competitive service. The competitive service consists of all civil service positions in the Executive Branch, except for:

- Positions that are specifically excepted from the competitive service by or under statute.
- Positions to which appointments are made by Presidential nomination for confirmation by the Senate.
- Positions in the Senior Executive Service.

For most positions, applicants apply directly to the hiring agency or relevant component. Federal employers use a variety of assessment tools in evaluating applicants and conducting hiring. The preliminary process includes notifying the public that the Government will accept applications for a job; rating applications against minimum qualification standards; in some cases, giving applicants a written test; and assessing applicants’ relative competencies or knowledge, skills, and abilities against job-related criteria to identify the most qualified applicants. Once the preliminary process is completed, the most qualified applicants are referred to a selecting official for consideration, possible interview, and selection. These steps are intended to assure compliance with merit systems principles.
The Excepted Service

The excepted service includes all positions in the executive branch that have been excepted from the competitive service by statute, the President, or OPM. Within the basic requirements prescribed by law or regulation, each agency develops its own hiring system which establishes the evaluation criteria used in filling these excepted positions.

The following appointments can be made in the excepted service:

- **Schedule A** positions are those for which it is not practicable to apply the qualification standards and requirements used in the competitive civil service system to, and which are not of a confidential or policy-determining nature. Attorney positions are usually Schedule A.

- **Schedule B** positions are those for which it is not practicable to hold open competitive examinations, and the positions are not of a confidential or policy-determining nature. Persons appointed to Schedule B positions must meet OPM qualification standards for the position. Students in student employment programs are usually Schedule B.

- **Schedule C** positions are those that are either key policy-determining positions or positions that involve a close personal relationship between the incumbent and key officials. The immediate supervisor of a Schedule C position must be a Presidential appointee, a Senior Executive Service appointee (career or noncareer) occupying a General position, or a Schedule C appointee. Examples of positions historically filled under this authority include Special Assistant, Staff Assistant, Speechwriter, and Strategic Planner. These examples are provided for illustrative purposes only and do not reflect final determinations of the incoming administration. Personnel in the excepted service who are subject to change at the discretion of a new Administration are commonly referred to as “Schedule C” officials. Most Schedule C positions are at the GS-15 level and below. No examinations are required and the agency appoints persons whom it determines to be qualified. Generally, the White House Office of Presidential Personnel and OPM must approve Schedule C appointments, to include reassignment and transfer to another department or agency, before the agency makes that appointment.

Appointments made within the Defense Civilian Intelligence Personnel System are also categorized as excepted service. Title 10 of the United States Code grants authority to the Secretary of Defense to develop, manage, evaluate, and modify a civilian intelligence personnel management system without regard to any other law relating to the number, classification, or compensation of personnel. These positions are graded by pay bands. A separate pay system is in place for Defense Intelligence Senior Level (DISL) and Defense Intelligence Senior Executive Service (DISES).

**Types of Hiring Appointments**

**Presidentially-Appointed, Senate Confirmed**

PAS officials serve at the senior levels of the Department of Defense. They are nominated by the President, confirmed by the Senate, and appointed by the President. Individuals filling PAS positions serve at the will of the President, who may ask them to resign or dismiss them at any time.

**Highly Qualified Experts**

The “highly qualified expert (HQE)” appointing authority is unique to the DoD and within OSD, the Director of Administration, ODCMO is required to approve their appointment. HQEs are individuals who possess uncommon, special knowledge, skills, and experience in an occupational field, and judgment that is accorded authority and status by peers or the public. They have substantive experience and/or education, are often highly-credentialed, and have proven their ability in a particular field or fields. HQE appointees generally gain such expertise through experience in private industry or academia. Their expert knowledge or
skills are generally not available within the DoD and are needed to satisfy an emerging and relatively short-
term, non-permanent requirement.

Appointments under this program are noncompetitive, but limited to critical occupations necessary to 
promote the Department’s national security mission. Individuals may be appointed from outside the civil 
service and uniformed services to positions with any work schedule (i.e., full-time, part-time, or intermittent) 
for up to five (5) years, with the possibility of a one-year extension.

Basic pay for an HQE typically will be in the range of GS-15/01 to the statutory maximum of Executive 
Level IV, plus locality-based comparability pay. However, the total amount of pay, including locality, may not 
exceed Level III of the Executive Schedule.

The Senior Executive Service

The SES consists of men and women, noncareer and career officials, charged with leading the continuing 
transformation of Government. SES officials are neither excepted nor competitive service appointments. 
SES appointees typically support PAS officials with the implementation of current administration policies.

The SES was established by the Civil Service Reform Act of 1978 as an Executive Branch personnel system. SES 
members serve in the key positions, just below the top Presidential appointees, and are the major link between 
senior officials and the rest of the Federal workforce. The two types of SES positions are General, which can be 
filled by any type of appointment, and Career Reserved, which can be filled only by a career appointment.

The following types of appointments may be made in the SES:

- **Career Appointments** have no time limitation and provide certain job protections and benefits 
  not conferred by non-career and limited appointments. Initial career appointments must meet 
  competitive SES merit staffing provisions at the time of selection. Following selection by the 
  agency, the individual’s executive core qualifications must be approved by a Qualifications Review 
  Board administered by the OPM before the career appointment can be made.

- **Limited Term Appointments** are nonrenewable appointments, for a term of three years or less, 
  to a General SES position whose duties will expire within a period not to exceed three years. The 
  appointee does not acquire career SES status and serves at the pleasure of the appointing authority.

- **Limited Emergency Appointments** are nonrenewable appointments, not to exceed 18 months, to 
  a General SES position established to meet a bona fide, unanticipated, urgent need. The appointee 
  does not acquire career SES status and serves at the pleasure of the appointing authority.

- **Noncareer Appointments** require an OPM approved appointment authority. 
  Appointments are to a General SES position that, generally, is of a top policy-
  determining character, who shares with Presidential appointees the advocacy of current 
  administration policies. They can be made without regard to competitive requirements. 
  Agencies may also set the pay level of the appointee.

The White House Office of Presidential Personnel and OPM must approve each non-career 
appointment before the agency makes that appointment. This applies to initial appointments, 
reassignments, and transfers to another department or agency. The appointee does not acquire 
career SES status and serves at the pleasure of the appointing authority.

Agencies can terminate non-career appointments at any time with a one business-day notice. 
Non-career appointees removed from the Federal service have no right of appeal to the Merit 
Systems Protection Board (MSPB).

Pay provisions for each designation are best found online since they change with some frequency and 
can be seen at [http://www.opm.gov/oca/12tables/indexSES.asp](http://www.opm.gov/oca/12tables/indexSES.asp).
Moratorium on Actions Affecting Career Senior Executive Service Appointees

The law prohibits the involuntary reassignment or removal of a career SES appointee during the probationary period, or for performance reasons after the completion of the probationary period, within 120 days after either of the following:

- The appointment of the head of the agency.
- The appointment in the agency of the career appointee’s most immediate supervisor who is a non-career appointee and has the authority to make an initial appraisal of the career appointee’s performance, or the authority to remove the career appointee.

An appointee may voluntarily waive the moratorium for reassignment, but the waiver must be in writing and must be retained temporarily in the official personnel folder.

The General Schedule

The General Schedule (GS) is the name used to describe a pay scale utilized by the majority of white-collar personnel in the Federal civil service. The GS was enacted into law by the Classification Act of 1949, which replaced a similar act of the same name enacted in 1923. The GS is intended to keep Federal salaries equitable among various occupations including professional, technical, administrative, and clerical positions, while the Wage Grade (WG) Schedule encompasses most Federal blue-collar workers. Schedule C appointments fall under the GS Schedule.

The OPM administers the GS pay schedule on behalf of all Federal agencies, although changes to the GS are normally authorized by the President (via Executive Order) or by Congress (via legislation). The President usually directs annual across-the-board pay adjustments at the beginning of a calendar year after Congress has passed the annual appropriations legislation for the Federal Government. Most positions in the competitive service are paid according to the GS. In addition, many positions in the Excepted service use the GS as a basis for setting pay rates.

For information about GS pay tables, please visit [http://www.opm.gov/oca/12tables/index.asp](http://www.opm.gov/oca/12tables/index.asp).

Benefits Coverage and Eligibility Information

Unless excluded by statute or regulation, Federal personnel may be able to enroll in health, dental, vision and life insurance, participate in the Thrift Savings Plan and flexible spending accounts. In addition, they may apply for long-term care insurance.

All Presidential appointees and non-career SES officials are subject to both Social Security deductions and retirement deductions.

A list of human resources points of contact and websites for additional information are located in Appendix B and C.

Health Benefits Plans and Programs

Health Insurance

The Federal Employees Health Benefits (FEHB) Program can help your family meet your health care needs. FEHB allows Federal personnel, retirees, and their families to enjoy the widest selection of health plans in the country. You can choose from Consumer-Driven and High Deductible plans that offer catastrophic risk...
protection with higher deductibles, health savings/reimbursable accounts, lower premiums, Fee-for-Service (FFS) plans and their Preferred Provider Organizations (PPO), or Health Maintenance Organizations (HMO) if you live (or sometimes if you work) within the area serviced by the plan.

All Federal appointees, except those excluded by law or regulations, are given the opportunity to enroll in the FEHB Program upon their appointment to the Federal Service. Most newly appointed Federal personnel have 60 days from the date of appointment to elect and complete a Health Benefits Registration Form (SF Form 2809). This form should be completed and submitted even if the employee decides not to enroll. If an employee does not enroll within the 60-day period, another opportunity to enroll does not occur until the annual Federal Benefits Open Season in November and December or the occurrence of an event that permits enrollment (e.g., change in marital or family status, the employee moving out of the geographical area).

Insurance coverage stops when the employee is separated from the Federal service (other than by retirement) or there is any other change in employment that results in the employee’s ineligibility, excluding continuation-of-benefits situations or twelve months of continuous non-payment have elapsed.

Information on brochures, details of a plan’s benefits, limits, exclusions, and definitions can be obtained from the WHS Human Resources Directorate, Benefits and Work-Life Division via email at www.benefits@mail.mil; or at http://opm.gov/insure/health/index.asp.

Flexible Spending Accounts

New personnel can elect to participate in the Flexible Spending Accounts Program (FSAFEDS). New and newly eligible personnel have 60 days after their entry on duty to enroll in this program. Eligible personnel may also enroll in a Flexible Spending Account (FSA) for the following year each year at the same time during the FEHB Open Season. FSAFEDS offers three different FSAs:

- **A Health Care Flexible Spending Account**, which pays for qualified medical expenses for you and all eligible family members if you are not covered or reimbursed by an FEHB plan or any other type of insurance. Insurance premiums, including premiums for long-term care insurance are not qualified medical expenses.

- **A Dependent Care Flexible Spending Account**, which pays for childcare or adult dependent care expenses that are necessary to allow you, as the enrolled employee, and your spouse (if married) to work, look for work, or attend school full-time.

- **A Limited Expense Health Care Flexible Spending Account** is designed to pay eligible dental and vision expenses (only) for personnel enrolled in or covered by High Deductible Health Plan with a Health Savings Account.

For further information, call 1-877-372-3337 or visit http://www.FSAFEDS.com.

Federal Employee Dental and Vision Insurance Program

Dental and vision benefits are available to eligible Federal personnel, retirees, and their eligible family members through the Federal Employee Dental and Vision Insurance Program (FEDVIP) on an enrollee-pay-all basis.

**Dental Benefits**

Eligible personnel and annuitants can choose among four nationwide and three regional dental plans. This program allows dental insurance to be purchased on a group basis, which means that
premiums are competitive and there are no pre-existing-condition limitations. Premiums for enrolled Federal and postal personnel are withheld from salary on a pre-tax basis. Nationwide plans also offer international coverage.

New and newly eligible personnel may enroll within the 60 days after they become eligible. Others may enroll during the annual Federal Benefits Open Season in November and December. Personnel must be eligible for the FEHB Program in order to be eligible to enroll in the FEDVIP. It does not matter if they are actually enrolled in FEHB—eligibility is the key.

**Vision Benefits**

Eligible personnel and annuitants can choose among three nationwide vision plans. Nationwide plans also offer international coverage. Vision benefits are available to eligible Federal and postal personnel, retirees, and their eligible family members on an enrollee-pay-all basis. This program allows vision insurance to be purchased on a group basis, which means premiums are competitive and there are no limits on pre-existing conditions. Premiums for enrolled Federal and postal personnel are withheld from salary on a pre-tax basis.

New and newly eligible personnel may enroll within the 60 days after they become eligible. Others may enroll during the annual Federal Benefits Open Season in November and December.


**Life Insurance**

Nearly all permanent Federal personnel are eligible to participate in the Federal Employee Group Life Insurance (FEGLI) Program, the largest group life insurance program in the world. It covers personnel, retirees, and family members and is a voluntary term life insurance, which an employee may cancel at any time. Because it is group term life insurance, FEGLI does not build up any cash value or paid-up value.

In most cases, if you are a new Federal employee, you are automatically covered by basic life insurance and your payroll office deducts premiums from your paycheck unless you waive the coverage. In addition to the basic coverage, there are three forms of optional insurance you can elect. You must have basic coverage in order to elect any of the options. Unlike basic insurance, enrollment in optional insurance is not automatic—you must take action to elect the options.

The cost of basic insurance is shared between you and the Government. You pay 2/3 of the total cost and the Government pays 1/3. Your age does not affect the cost of basic coverage. In the case of optional coverage, you pay the full cost, and the cost does depend on your age.

A new Federal employee has 60 days from the date of appointment to complete a Life Insurance Election Form, SF 2817, and select optional insurance. Until the employee completes the SF 2817, he or she will automatically be enrolled for basic life insurance and withholdings will be made from the employee’s pay. If the employee does not return the SF 2817, the same automatic enrollment and withholding for basic coverage will continue.

Additional information and assistance with FEGLI can be obtained from WHS Human Resources Directorate, Benefits and Work-Life Division at email address whs.benefits@mail.mil and at [http://www.opm.gov/insure/life/index.asp](http://www.opm.gov/insure/life/index.asp).
Long-Term Care Insurance

The Federal Long Term Care Insurance Program (FLTCIP) provides long-term care insurance to help pay the costs of care when enrollees need help with activities they perform every day or have a severe cognitive impairment such as Alzheimer's disease. Most Federal and U.S. Postal Service personnel and annuitants, active and retired members of the uniformed services, and their qualified relatives are eligible to apply for insurance coverage under the FLTCIP.

Most personnel must be eligible for the FEHB Program in order to apply for coverage under the FLTCIP. It does not matter if they are actually enrolled in FEHB—eligibility is the key. Annuitants do not have to be eligible or enrolled in the FEHB Program to qualify for coverage in FLTCIP. Certain medical conditions, or combinations of conditions, will prevent some people from being approved for coverage. You must apply to find out if you are eligible to enroll.

For more information about FLTCIP, please contact Long Term Care Partners at 800-582-3337 or visit the website at http://www.ltcfeds.com. Additional information can be found at http://www.opm.gov/insure/ltc/index.asp.

Compensation and Pay

Annual Leave

PAS appointees are not in a leave system. However, PAS appointees are permitted to take leave from their duties, without limitation, subject to the approval of their supervisor.

Individuals within SES, SL/ST, and equivalent positions (e.g., DISES, DISL, and HQE positions) are eligible to receive annual leave at the rate of one day (8 hours) for each full biweekly pay period. The maximum accumulation of leave for SES, SL, and ST personnel is 720 hours. However, the maximum amount of leave that may be accumulated and carried forward from one leave year to the next for HQE personnel is 240 hours.

Individuals serving in Schedule C positions earn annual leave in the same manner and at the same rates as GS personnel. The amount of leave earned generally depends on the length of service, as shown in the following schedule:

- **Less than 3 years creditable service:** 4 hours per pay period, 13 days per year
- **3 to less than 15 years creditable service:** 6 hours per pay period, 20 days per year
- **15 or more years of creditable service:** 8 hours per pay period, 26 days per year

For individuals serving in Schedule C positions, the maximum amount of leave that may be accumulated and carried forward from one leave year to the next is 240 hours. Current accrued annual leave in excess of the allowed maximum is forfeited if not used before the end of the leave year.

Sick Leave

PAS appointees are not in a leave system. However, PAS appointees are permitted to take sick leave without limitation, subject to the approval of the agency head. Individuals serving in SES, SL/ST, Schedule C, and equivalent positions (e.g., DISES, DISL and HQE positions) earn 13 days of sick leave per year (accrued leave is 4 hours per pay period), which may accumulated without limitation.

For more information on leave, etc. see references listed at Appendix D.
Leave and Earnings Statement

The Defense Finance and Accounting Service (DFAS) manages a web-based system, MyPay, which delivers pay information and lets you process pay-related transactions in a timely, safe, and secure fashion. The Internet-based system reduces the risks of identity theft associated with postal delivery by allowing members to access electronic Wage and Tax Statement (W-2), Leave and Earning Statement (LES), and other financial information. Please contact your Administrative Officer for more information.

DFAS will automatically mail to personnel a MyPay temporary PIN within approximately two to three weeks of their date of hire. In the event that an employee does not receive a temporary PIN within this time period, he or she may request a PIN by accessing https://mypay.dfas.mil.

Thrift Savings Plan

All Federal personnel covered under a retirement system identified below under “Retirement Systems Information” are eligible to participate in the TSP, which is a tax-deferred savings plan similar to a 401K or Individual Retirement Account (IRA). The 2016 annual maximum dollar amount allowed by the Internal Revenue Service (IRS) was $18,000. This amount may change yearly as the IRS sets new maximum allowable dollar amounts.

If you are age 50 or older, you are eligible to make an additional $6,000 to “catch-up” contribution for 2016. To be eligible for the “catch-up” contribution, you must be contributing the maximum amount ($18,000) that will result in your reaching the IRS elective deferral limit by the end of 2016.

*Nothing in this handbook should be deemed as tax advice, and you should consult with your personal tax adviser with respect to specific tax matters.*

For more information about TSP, please see http://www.tsp.gov.

Combined Federal Campaign Program

The Combined Federal Campaign (CFC) is the world’s largest and most successful annual workplace charity campaign, conducted domestically and overseas raising millions of dollars each year. CFC is the only authorized solicitation for charitable giving among all Federal employees. The CFC promotes and supports philanthropy through an employee focused, cost-efficient, and effective program.

Pledges made by Federal civilian, postal, and military donors during the CFC Open Season (September 1st to December 15th) support more than 20,000 eligible non-profit organizations that provide health and human service benefits throughout the world. Charities supported through the CFC range from nascent community groups to large, well-known charities.

For more information on CFC or a copy of the current authorized charity list, contact the WHS Corporate Communications Office at 703-697-7978.

Retirement Systems Information

The Federal Government has three distinct retirement systems:

The Civil Service Retirement System

The Civil Service Retirement Act, which became effective on August 1, 1920, established a retirement system for certain Federal personnel. It was replaced by the Federal Employees Retirement System (FERS) for Federal personnel who first entered covered service on and after January 1, 1987.
The Civil Service Retirement System (CSRS) is a defined benefit, contributory retirement system. Personnel share in the expense of the annuities to which they become entitled. CSRS-covered personnel contribute 7, 7.5, or 8% of their pay to CSRS, generally pay no Social Security retirement, survivor, or disability (OASDI) tax, and must pay the Medicare tax (currently 1.45% of pay). The employing agency matches the employee's CSRS contributions. CSRS personnel may increase their earned annuity by contributing up to 10% of the basic pay for their creditable service to a voluntary contribution account.

Personnel may also contribute a portion of pay to the TSP, discussed below. There is no Government contribution, but the employee contributions are tax-deferred.

For more information on CSRS retirement benefits, please see: http://www.opm.gov/retire/pre/crs/index.asp.
For more information about TSP, see http://www.tsp.gov.

The Federal Insurance Contributions Act (FICA) applies to most new hires, and personnel rehired into Federal service after a break in CSRS coverage of more than one year, after December 31, 1983. The Social Security Amendment of 1983 also extended mandatory Social Security coverage to certain senior officials including PAS and non-career or political SES officials. Some personnel were placed in an interim retirement plan that provided for full Social Security deductions from pay and reduced CSRS deductions. This was the precursor of the Civil Service Retirement System with Social Security Offset, known as the CSRS Offset Plan.

The 1986 legislation that created FERS also created the CSRS Office Plan. Typically, CSRS Offset retirement applies to personnel who had a break in service that exceeded one year and ended after 1983, and had 5 years of creditable civilian service as of January 1, 1987. Other categories of personnel covered by CSRS Offset coverage included PAS and non-career or political SES officials. Because each employee's circumstances and Federal employment history are different, a retirement coverage determination must be made on an individual basis.

Individuals covered under CSRS Offset are also covered by CSRS and Social Security. Personnel earn retirement credits under the CSRS formula and have the portability of Social Security coverage, adding to any Social Security benefits they may have already earned. Personnel pay Social Security taxes at the rate of 6.2% of pay and a reduced CSRS contribution at the rate of .80% of pay. Social Security tax stops when personnel covered by CSRS Offset earn more than the maximum Social Security wage base and their CSRS deductions increase to the full CSRS rate of 7% of pay for the remainder of the tax year.

Personnel may also contribute a portion of pay to the TSP. There is no government contribution, but the employee contributions are tax-deferred.

For more information on CSRS Offset retirement benefits, please see http://www.opm.gov/retire/pre/crs/index.asp.
For more information about TSP, see the Compensation and Pay section of this Handbook or go to http://www.tsp.gov.
The Federal Employees Retirement System

Since becoming effective on January 1, 1987, civilian personnel new to Federal service are covered by FERS. The FERS retirement plan provides benefits from three difference sources: a Basic Benefit Plan, Social Security and the TSP. Social Security and the TSP can go with the employee to his or her next job if he or she leaves the Federal Government before retirement. Employee and agency contributions to the Basic Benefit Plan and Social Security are made through payroll deduction each pay period. Upon retirement from Federal service, employees meeting eligibility requirements will receive annuity payments each month for the rest of his or her life.

The TSP is an account that the employing agency automatically sets up for qualifying employees. Each pay period the employing agency deposits into the employee’s account an amount equal to 1% of the basic amount earned for the pay period. Personnel may also make their own contributions to their TSP account. The agency will match the employee’s TSP contribution up to 5%. The TSP is administered by the Federal Retirement Thrift Investment Board.

For more information on FERS retirement benefits, see http://www.opm.gov/retire/pre/fers/index.asp.

Note for Career Members of the SES Who Move to a PAS Position: The Social Security Amendments of 1983 specifically require mandatory Social Security coverage for both PAS and non-career or political SES officials. Therefore, all of these personnel will be placed in either CSRS Offset or FERS as appropriate.

Since each employee’s circumstances and Federal employment history are different, a retirement coverage determination must be made on an individual basis. Generally speaking, if an employee has more than five years of creditable civilian service, or comes from a position covered under the CSRS, the retirement coverage will be CSRS Offset. If an employee has fewer than five years of creditable civilian service, the retirement coverage will be FERS.

Social Security Coverage: All PAS and non-career SES officials are subject to Social Security deductions, in addition to retirement deductions.

Survivor Benefits

Under CSRS or CSRS Offset, if the employee dies in Federal service and has completed at least 18 months of creditable civilian service, the surviving spouse and dependent children will be eligible for an annuity.

Under FERS, the deceased employee must have completed at least 18 months of creditable civilian service for the survivor to be eligible for the Basic Employee Death Benefit (the amount of which is calculated annually) plus 50% of the employee’s final salary (or the employee’s highest average salary of any three consecutive years during credited civilian service if that is higher). If the deceased employee had 10 years or more of creditable service, there is an annuity in addition to the basic employee death benefit.

Drug-Free Federal Workplace Program

Most DoD positions, the exception being some intermittent expert and consultant positions, are designated as Special-Sensitive, Critical-Sensitive, or Noncritical-Sensitive and as such “testing-designated positions” (TDP) subject to random testing. An employee selected for random testing, and the individual’s first level supervisor, will be notified the same day the test is scheduled, preferably within two hours of the scheduled testing.

Random testing cannot be canceled. In rare cases, an employee may be deferred from random testing if the first and second-line supervisors concur that a compelling need necessitates deferral. In cases where random drug testing is deferred, the employee will be subject to an unannounced test within 60 days of the deferral.
Other kinds of drug testing that are part of the Office of the Secretary of Defense (OSD) and the Office of the Chairman of the Joint Chiefs of Staff (OCJCS) Drug Testing Program include voluntary or required reasonable suspicion testing, accident or unsafe practice testing, and follow-up testing. OSD/OCJCS civilian personnel will be tested for five types of drugs: Cocaine, Cannabis (Marijuana), Amphetamines, Opiates, and Phencyclidine (PCP).

Websites for additional information on the WHS Drug Testing Program may be found at Appendix D.

**Alcohol**

Personnel are prohibited from using alcohol other than in accordance with appropriate laws, regulations, and instructions. Alcohol abuse is incompatible with the Pentagon’s maintenance of high standards of performance, emphasis on mission accomplishment, and focus on readiness. Alcohol abusers shall be provided counseling and referred for treatment or rehabilitation. Individuals refusing counseling treatment and successful completion of the rehabilitation program shall be subject to the full range of disciplinary or adverse actions, which includes appropriate removal in accordance with applicable policies and regulations.

_AI 17, “Civilian Employee Alcohol and Drug Abuse Prevention, Testing and Control Program,” can be found online at http://www.dtic.mil/whs/directives/corres/pdf/a017p.pdf._

_The Employee Assistance Program and Pentagon Referral Service offer a variety of free confidential counseling services to civilian personnel and their dependents. For more information, please see Welcome to the Pentagon or call 571-372-3964._

**EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

The mission of the Office Equal Employment Opportunity Programs (EEOP) is to foster an inclusive and respectful workplace environment that allows all employees to succeed and support the agency’s mission. EEOP services include sensing sessions, climate surveys, and impact analysis. The EEOP also conducts diversity and EEO training for all personnel regarding the Agency’s legal responsibilities surrounding discrimination and harassment; advises managers, employees, and applicants of their rights and responsibilities; and may assist in the resolution of complaints. To assist in accomplishing the agency’s strategic goals and objectives, the EEOP Office administers several programs identified below:

**Civilian EEO Complaint Processing**

Employees, former employees, and applicants who believe they have been discriminated against based on race, color, religion, sex (including sexual harassment, pregnancy, sexual orientation and gender identity), national origin, age (40 or older), disability (mental or physical), genetic information or reprisal (for participating in protected EEO activity) must contact the EEOP within 45 calendar days of the date of the alleged discriminatory act occurred or within 45 days of the effective date of an alleged discriminatory personnel action.

**Alternative Dispute Resolution Program:** The Alternative Dispute Resolution (ADR) provides mediation services to resolve EEO and non-EEO workplace disputes.

**Military Equal Opportunity:** EEOP can provide guidance to military members assigned to organizations serviced by WHS about their concerns. Service members must file complaints with their Service’s Equal Opportunity Office.

_For additional information, contact: http://www.whs.mil/EEOP or 571-372-0832._
PENTAGON MEDICAL FACILITIES AND SUPPORT SERVICES

Medical care and emergency dental care at the DiLorenzo TRICARE Health Clinic (DTHC), the Pentagon Flight Clinic, or any other military treatment facility is available to a small number of Presidential appointees granted Secretarial Designee status by the Secretary of Defense. Designees must present a signed letter bearing the letterhead of the designated service as proof of eligibility and authorization for treatment. SES and Schedule C appointees are not eligible unless they are retired military or dependents of military personnel.

- Secretary and Deputy Secretary of Defense
- Secretaries of Military Departments
- Under Secretaries of Defense
- Deputy Chief Management Officer
- General Counsel of the Department of Defense
- Director, Cost Assessment and Program Evaluation
- Inspector General of the Department of Defense
- Director of Operational Test and Evaluation
- Under Secretaries of the Military Departments
- Principal Deputy Under Secretaries of Defense
- Assistant Secretaries of Defense
- Assistant Secretaries of the Military Departments
- Judges of the U.S. Court of Appeals for the Armed Forces
- Director of the National Security Agency
- Director of the National Reconnaissance Office
- General Counsels of the Military Departments
- Inspector General of the National Security Agency
- Inspector General of the National Reconnaissance Office

Administrative Officers may contact the clinics for a complete list of eligible officials.

In an emergency at any time, dial 911. If calls are made from within the Pentagon, the Pentagon Operations Center will route emergency calls to the nearest emergency hospital.

National Capital Area Military Treatment Facility Emergency Rooms

Eligible PAS officials, retired military, or dependents of military personnel can obtain emergency services for the following National Capital Area Medical Treatment Facility:

- **Andrews Air Force Base (MD):** ................................................................. 240-857-2333/2158
- **Fort Belvoir (VA):** ............................................................................. 703-805-0414/0562
- **Walter Reed National Military Center (MD):** ............................................. 301-295-4810
**CIVILIAN CARE AT DILORENZO**

The Civilian Employee Health Service (CEHS) provides occupational health support and limited health services to the Government civilian workforce at the Pentagon, WHS occupied buildings, and other contracted organizations. Services include on-the-job injury initial care, emergency/urgent care, annual immunizations, and blood pressure monitoring. In addition, CEHS proactively educates the civilian workforce in order to minimize costs to the Government of job-related injuries, illnesses, and personal medical conditions. CEHS is knowledgeable about federal occupational health laws and regulations.

The DTHC is located in Corridor 8, Room MG 914/918 (just outside the North Parking lot entrance to the building). Hours of operation are from 7:00 am to 4:00 pm, Monday through Friday; closed Federal holidays and every 4th Thursday.

For more detailed information on Pentagon medical services and programs—to include services for people with disabilities, nursing mothers, and wellness, please see Welcome to the Pentagon, or the points of contact lists at Appendix B and C.

**PENTAGON DINING AND CLUB MEMBERSHIP**

The Pentagon houses a number of food service facilities overseen by the DoD Concessions Committee (DoDCC). In addition, the Executive Dining Facility (EDF) and Military District of Washington (MDW) Officers’ Open Mess System offer honorary membership based on position. Due to capacity, membership is limited to executive personnel assigned to the Pentagon.

**SECRETARY OF DEFENSE EXECUTIVE DINING FACILITY**

The mission of the EDF is to provide a place where senior civilians in the Department of Defense and Military Officials can dine and host special functions for foreign dignitaries, official visitors, and other guests in executing the responsibilities of their respective offices.

Full membership to the EDF must be appointed, in writing, based on the official’s job title and position by the Director of Administration, ODCMO. Once approved, the official and his/her guests, will be authorized dine-in privileges at EDF #1 (Army), EDF #2 (Navy), and EDF #3 (OSD/Air Force).

**MILITARY DISTRICT OF WASHINGTON OFFICERS’ OPEN MESS SYSTEM**

Membership by payment of dues is open to all active duty and retired officers, foreign military, reservists, National Guard members, and current and retired DoD personnel at the GS-07 level and above or equivalent. The two clubs that make up the system are located at Fort Myer (VA) and Fort McNair (DC), both in close proximity to the Pentagon.

Membership confers dining and lounge privileges. Private dining rooms and ballrooms may be reserved by members for private parties or special events. Athletic facilities for MDW club members consist of a swimming pool and tennis courts, located at Fort Myer only. Members may be billed monthly for food and beverages. Fees for the use of athletic facilities are assessed annually.
MDW club members are also entitled to the use of all other Army Officer clubs worldwide and a number of local non-Army Officer Clubs located in the Washington, D.C. area to clubs including: Andrews Air Force Base, Arlington Hall Station, Bolling Air Force Base, and Fort Belvoir.

**Contacts:**


For more information about casual dining options, please see the "Welcome to the Pentagon" or contact the DoDCC Office at 703-695-2295. DoDCC hours of operation are 7:30 am to 4:30 pm, Monday through Friday.
APPENDIX A. FREQUENTLY ASKED QUESTIONS

ACCESS TO THE PENTAGON

What types of badges are worn and who wears them? The standard badges for Pentagon employees who meet the requirements for routine physical access, are Common Access Cards (CAC), Federal Personal Identity Verification (PIV) cards and Pentagon Facilities Alternative Cards (PFAC). Military, civilian and cleared contractor personnel carry CACs or PIVs. Personnel who may be issued PFAC’s include Presidential transition team members, specific members of the press, and other unique populations who require routine physical access, but do not meet the requirements to receive a CAC.

All badges must be worn above the waist at all times.

What should I do if I forget my CAC/PFAC? Your CAC/PFAC serves as your physical access card to the building and your office space. If you forget your badge you will need to enter through the Pentagon Visitor Entrance, adjacent to the Pentagon Metro Entrance. At the Pentagon Visitor Entrance, you must present a valid photo ID to receive a green “No Escort Required” visitor badge. If you are not in the access system, you will need a sponsor to escort you for the day.

Additionally, your CAC is your access to the virtual world, which is your personal work computer, Internet, and e-mail. If you forget your CAC, depending on which computer network you are on, your Network Administrator may provide a temporary password for computer access. However, your access to network resources may be limited (e.g., e-mail). The green visitor badge is NOT designed or able to allow access to your personal work computer or email.

If you lose your CAC/PFAC, immediately check in with your security manager to report the loss, and follow the procedures to be reissued a CAC/PFAC.

The Pentagon building (badge/pass) office is located just inside the Metro entrance of the Pentagon. The phone numbers are 703-697-9327 and 703-695-2266. Hours of operation are 8:00 am to 4:00 pm, Monday, Tuesday, Thursday and Friday; and 8:30 am to 4:00 pm on Wednesday.

If I work afterhours, will I be able to use the Metro exit to leave the building? The Metro exit closes at 8:00 am, Monday through Friday, and is closed on weekends and holidays. If Metro is your mode of transportation, the Corridor 2 Terrace Entrance on the second floor is the closest to the Metro station. Once you exit the security checkpoint at Corridor 2, walk left around the building to reach the Metro station. The Mall Entrance, between corridors 6 and 7 on the second floor, also has 24-hour access/egress.

Will my badge open doors anywhere in the Pentagon? Pentagon corridors and main portals are generally open to DoD personnel with Pentagon access and provide controlled movement and accountability. Once your Security Manager has authorized access, your CAC will get you into your assigned work space. If you have a specific, recurring mission in any other work space, the appropriate authorizing official may grant access.
Commuting and Parking

What forms of transportation can I use to get to the Pentagon? Many Pentagon employees use public transportation for their commute. These include the Virginia Railway Express (VRE), the Washington Metrorail Area Transit Authority (WMATA) Metrorail and Metro bus, and several regional public bus lines. In addition to public transportation, employees commute via privately-owned vehicles, ridesharing (carpools and vanpools), and through the use of slug lines, an informal ridesharing program that allows participants to take advantage of the regional high occupancy vehicle (HOV) lanes to travel more quickly and cost-effectively.

DoD Shuttles are available for DoD official business only with the use of the DoD-issued CAC, and make regular runs to other federal facilities to include Crystal City, the Mark Center, the Suffolk Building, and the Washington Navy Yard. Additionally, the Pentagon Circulator, part of the DoD Shuttle Program, is available to bring employees from Pentagon North Parking areas to the main facility fare free.

Can I get a transportation subsidy if I commute on public transportation? Federal DoD employees are eligible for up to $255 (2016) in tax free commuting subsidy via the Mass Transportation Benefit Program. Applicants must relinquish any workplace parking privileges in order to participate. Subsidy is paid monthly and delivered to your personally owned SmarTrip card. Details on enrollment and benefit delivery deadlines are available at the link below.

General Information About the Pentagon

How do I find out what acronyms stand for? A list of DoD Terms and acronyms you may encounter in your work at the Pentagon can be located in Appendix E. To access additional terms, please consult the DoD Dictionary of Military and Associated Terms, Joint Publication 1-02.

Can I take photographs of the Pentagon? Photography is allowed on the grounds of the 9/11 Pentagon Memorial and Air Force Memorial, but is strictly prohibited in all other areas of the Pentagon Reservation, including inside the Pentagon, at the Metro Transit Center, in parking lots, roadways, and walking paths. Exceptions are made for ceremonies and events, such as a promotion or retirement.

Whom do I contact if my computer goes down? If you are experiencing IT related issues, call the JSP 24-hour Service Desk at 703-571-4577. Please listen to the menu options or stay on the line and the JSP operators will ensure your call is promptly handled and routed accordingly.

Am I allowed to escort people to my office and show them around the Pentagon? Pentagon badge holders with escort privileges may escort up to three guests; or up to 10 guests if they have received an exception to policy waiver from the Pentagon Pass Office.

In order to minimize processing times, Pentagon badge holders are strongly encouraged to register visitors prior to the date of their visit. To register visitors or request an exception to policy, badge holders must submit a request to the Pentagon Pass Office (703-697-9327) at least three business days prior to the date of the visit.
EMERGENCY

What do I do if there is an emergency in the Pentagon? In the event of a life safety emergency, dial 911 to contact the Pentagon Operations Center.

For more information, please see the material in AI 111, “Component Emergency Response on the Pentagon Reservation”

How will I obtain emergency information if there is an incident? You will receive emergency information from several sources inside and outside the Pentagon. A loudspeaker system that broadcasts throughout the Pentagon and in most parking areas will notify you of an emergency and provide instructions. A warning message entitled “Computer Emergency Notification System Alert” (CENS) on all classified and unclassified computer stations in the Pentagon will also provide instructions and messages will appear on the InfoNet screens located throughout the Pentagon. Additionally, your leadership, organizational security manager, and the Pentagon Police and Emergency Responders will provide necessary guidance and direction to all personnel.

MEDICAL

Can I get my prescriptions filled at the Pentagon? There is a pharmacy at the DiLorenzo TRICARE Health Clinic; however, access is restricted primarily to active duty and retired military members and their dependents. Presidentially Appointed, Senate Confirmed officials who receive Secretarial designee status to use the health clinic are also eligible. There is a commercial pharmacy located in the Pentagon on the Concourse Level.
APPENDIX B. DOD POINTS OF CONTACT

2017 TRANSITION

- **Senior Career Official for Transition—Director of Administration, ODCMO:** Michael L. Rhodes, michael.l.rhodes32.civ@mail.mil ....................................................... 703-692-7138
- **Head, WHS/DoD Transition Office:** Michael L. Watson ....................................................... 703-614-7044
- **Transition Mailbox:** WHS.2017Transition@mail.mil
- **Transition Hotline:** ....................................................... 703-692-5121

The 2017 WHS/DoD Transition Office is responsible for collaborating, coordinating, and ensuring the seamless execution of all logistical and administrative activities on behalf of personnel departing and entering the Department as a result of the 2017 Presidential administration change.

- **Air Force:** Jacqueline Ledoux, Jacqueline.f.ledoux.civ@mail.mil ....................................................... 703-693-9502
- **Army:** Teesa McCray, teesa.l.mccray.civ@mail.mil ....................................................... 703-692-6313
- **Navy:** Marguerite Polite, marguerite.polite@navy.mil ....................................................... 703-693-0886
- **WHS WHMO:** Audra Laws, audra.laws@whmo.mil ....................................................... 202-757-2447

More information on the transition can be located at http://2017DoDTransition.gov

SENIOR ADMINISTRATIVE OFFICERS

- **DOD CIO:** Bonnie M. Hammersley, bonnie.m.hammersley.civ@mail.mil ....................................................... 703-697-3937
- **OUSD AT&L:** Judy P. Dahlgren, judy.p.dahlgren.civ@mail.mil ....................................................... 703-697-2525
- **OUSD C:** Glenda H. Scheiner, glenda.h.scheiner.civ@mail.mil ....................................................... 703-614-4819
- **OUSD INTEL:** Robert J. Montgomery, robert.j.montgomery22.civ@mail.mil ....................................................... 703-697-0300
- **OUSD P&R:** Amy C. Archambault, amy.c.archambault.civ@mail.mil ....................................................... 703-614-3715
- **OUSD POLICY:** Steven L. Schleien, steven.l.schleien.civ@mail.mil ....................................................... 703-614-1429
- **OSD OGC:** Brent C. Harvey, brent.c.harvey.civ@mail.mil ....................................................... 703-697-8343
- **OSD CAPE:** Erin L. Ranze, erin.l.ranze.civ@mail.mil ....................................................... 703-697-9189
- **OSD ODNA:** Andrew D. May, andrew.d.may.civ@mail.mil ....................................................... 703-692-3824
- **OSD DOTE:** John R. Johnson, john.r.johnson38.civ@mail.mil ....................................................... 703-697-0729
- **OSD PA:** D. Kay Charles, deidre.k.charles.civ@mail.mil ....................................................... 703-695-1982
- **OSD LA:** Charles E. Smith, charles.e.smith837.civ@mail.mil ....................................................... 703-692-1168
- **JCS:** Kofi Yankson, Edward.k.yankson.civ@mail.mil ....................................................... 757-203-5401

**Senior Administrative Officers** are responsible for the oversight and execution of day-to-day personnel, logistics, and other administrative support activities for their Component.
SERVICE PROVIDER/SUBJECT MATTER EXPERT POINTS OF CONTACT

Human Resources
- WHS Human Resource Directorate (HRD) ........................................................................571-256-4504
- Benefits, Leave, and Retirement: WHS HRD Benefits & Work-Life Programs Division
  whs.benefits@mail.mil ..................................................................................................571-372-4113
- OSD Senior Executive Management Office: .................................................................703-693-8373
- Travel: WHS HRD Defense Travel HelpDesk ................................................................571-372-7575
- Performance Management & Awards Division ..............................................................571-372-3972
- Performance Management: whs.pentagon.hrd.mbx.performance.management@mail.mil

Information Technology
- Joint Service Provider (JSP) Service Desk .....................................................................703-571-4577

Other Programs
- Combined Federal Campaign: WHS Corporate Communications Office ..................703-697-7978
- Equal Employment Opportunity Programs: ...............................................................571-372-0832

Parking and Transportation
- WHS FSD Parking Management Office .....................................................................703-697-2625
- Pentagon Emergency Operations (PEO) ......................................................................571-372-7214
- WHS FSD Transportation Management Program Office (TMPO) ............................571-372-7214

Pentagon Force Protection
- AT Training: ...............................................................................................................703-614-6382 or 703-695-1803
- Emergency response planning: (Pentagon Fire Marshal) .........................................703-695-3300
- Office of the Pentagon Fire Marshall: .........................................................................703-695-3300
- Pentagon Badge/Pass (Pass/CAC) Office: .................................................................703-697-9327
- PFPA Corporate Communications: ...........................................................................703-692-9122/9101
- Pentagon Operations Center: 24 hours a day/7 days a week: ......................................911
- PFPA Non-Emergency: (Integrated Emergency Operations Center - IEOC) ..............703-697-1001

Pentagon Medical Services and Health Care
- DiLorenzo TRICARE Health Clinic: .............................................................................703-692-8835

Records Management and Privacy
- Defense Privacy, Civil Liberties, and Transparency: ...............................................703-571-0070
- DoD Records Management Policy Office: .................................................................571-372-4443
- OSD/JCS Privacy Officer: ..........................................................................................571-372-0478
  or via email at whs.mc-alex.esd.mbx.osd-js-privacy-office@mail.mil
APPENDIX C. WEBSITES FOR ADDITIONAL INFORMATION

2017 Transition


DoD Issuances

- Classified Issuances: http://www.dtic.mil/whs/directives

Drug Free Workplace


Human Resources Matters

- Executive Schedule Pay Tables: http://www.opm.gov/oca/12tables/indexSES.asp

Health Benefits

- FEDVIP: 1-877-888-3337 or http://www.benefeds.com/
- Flexible Spending Account: 1-877-372-3337 or http://www.FSAFEDS.com
- Long Term Care: http://www.opm.gov/insure/ltc/index.asp
- FSA: 1-877-372-3337 or http://www.FSAFEDS.com

Retirement


Pay Considerations

- Pay: https://mypay.dfas.mil

Performance Management And Awards

- Performance Management: https://whsportal.osd.mil/HRD/LMER/PM/SitePages/Home.aspx
Legal Matters


Medical and Related Services

- CAPTEC Assistive Technology Program: [captec@tma.osd.mil](mailto:captec@tma.osd.mil) [http://www.tricare.mil/cap/](http://www.tricare.mil/cap/)
- Employee Assistance Program:
- Fit to Win Wellness Clinic: [www.fit.win@na.amedd.army.mil](mailto:www.fit.win@na.amedd.army.mil)

Office Matters

- Marking and Addressing Classified Items: [https://whspubs.dtic.mi/corres/pdf/AI30_FOUO.pdf](https://whspubs.dtic.mi/corres/pdf/AI30_FOUO.pdf)

Pentagon Force Protection

- Office of the Pentagon Fire Marshall: [https://fire.whs.mil/](https://fire.whs.mil/)
- PFPA Corporate Communications Office: [pfpapublicaffairs@pfpa.mil](mailto:pfpapublicaffairs@pfpa.mil)

Pentagon Information

- Infonet: [https://infonet.whs.mil](https://infonet.whs.mil)
- Pentagon Library Homepage: [http://www.whs.mil/library](http://www.whs.mil/library)

Records Management

- DoD Component Records Officer Listing: [https://www.archives.gov/records-mgmt/agency/departments/defense.html](https://www.archives.gov/records-mgmt/agency/departments/defense.html)

Transportation and Commuting

- Transportation Options: [https://www.whs.mil/our-services/transportation/trans](https://www.whs.mil/our-services/transportation/trans)
- Slug Lines: [http://www.slug-lines.com](http://www.slug-lines.com)

Travel

- Joint Travel Regulation: [http://www.defensetravel.dod.mil](http://www.defensetravel.dod.mil)
APPENDIX D. REFERENCES

2016–2017 Transition in the Department of Defense

- Office of the Deputy Chief Management Office Memorandum, Subject: Revised Department of Defense Order of Precedence, July 15, 2016
- United States Government Policy and Supporting Positions (commonly known as the Plum Book)
- United States Code, Title 5, Section 3345-3349d (also known as the Vacancies Act)
- Welcome to the Pentagon

Becoming Official at the Pentagon

- DoD Instruction 5025.12, “Standardization of Military and Associated Terminology,” August 14, 2009
- DOD Dictionary of Military and Associated Terms, as amended through February 2016; Joint Publication 1-02
- Executive Order No. 12564, Drug-Free Federal Workplace, September 15, 1986

Combined Federal Campaign

- Code of Federal Regulations, Part 950 (also known as Solicitation of Federal Civilian and Uniformed Service Personnel for Contributions to Private Voluntary Organizations)

Correspondence and Issuances

- DoD Instruction 5025.01, “DoD Issuances Program,” August 16, 2016

Diversity Management and Equal Opportunity

- United States Code, Title 29, Section 794 (d) (Also known as the Rehabilitation Act of 1973)
- United States Code, Title 42, Section 4151 (Also known as the Architectural Barriers Act of 1968)

Ethics


Human Resources Matters

- United States Code, Title 5, Section 2012 (Also known as Competitive Service)
- United States Code, Title 5, Section 2101a (Also known as Senior Executive Service)
- United States Code, Title 5, Section 2103 (Also known as Excepted Service)
- United States Code, Title 5, Section 9903 (Also known as Highly Qualified Experts)
- United States Code, Title 10, Section 1601 (Also known as Intelligence)
Legal Matters

- Code of Federal Regulations, Title 5, Section 2635.101-.902 (also known as Standards of Ethical Conduct for Employees of the Executive Branch)
- Code of Federal Regulations, Title 5, Part 3601 (DoD’s Supplemental Standards of Conduct)
- Deputy Secretary of Defense Memorandum, Subject, Mandatory Electronic Filing of Confidential Financial Disclosure Reports, July 19, 2016

Official Travel

- Joint Travel Regulations (JTR) JTR/JFTR, App. E, Pt. I, ¶ A2m
- Code of Federal Regulations, Title 41, Part 102-5 (also known as Home to Work Transportation)
- United States Code, Title 31, Section 1353 (also known as Acceptance of Travel and Related Expenses)

Office Matters

- The “Manual for Written Material, Volumes I and II”

Pentagon Dining and Club Membership

- DOD Instruction 5000.24, “Pentagon Executive Dining Facilities,” January 5, 2009

Pentagon Force Protection

- United States Code, Title 10, Section 2674 (also known as Operation and Control of Pentagon Reservation and Defense Facilities in National Capital Region), January 3, 2012

Performance Management

Privacy Matters


Records Management

- DoD Chief Information Officer Memorandum, “Use of Non-Official Electronic Messaging Accounts and Records Management,” April 6, 2016
- DoD Instruction 8550.01, “DoD Internet Services and Internet-based Capabilities,” September 11, 2012
- Code of Federal Regulations, Title 36, Sections 1220.14 and 1220.18 (also known as Federal Records)
- United States Code, Title 44, Part 3301 (also known as Definition of Federal Records)

Retirement

- Civil Service Retirement Act
- Federal Employees Retirement System (FERS) in 1986
- Social Security Federal Insurance Contributions Act (FICA)
- Social Security Amendments of 1983

Security Matters

- DoD Directive 5122.05, “Assistant Secretary of Defense for Public Affairs (ASD (PA)),” September 5, 2008
- DoD Instruction 8500.01, “Cyberscure,” March 14, 2014
- Secretary of Defense Memorandum, “Interaction with the Media,” July 2, 2010

Transportation Benefits

- DoD Instruction 1000.27, “Mass Transportation Benefit Program (MTBP),” October 28, 2008
APPENDIX E. ACRONYMS

For your convenience, we have used acronyms throughout this handbook that you are likely to encounter most often in your work. A comprehensive list of DoD acronyms can be found in Joint Publication 1-02, DOD Dictionary of Military and Associated Terms, as amended through February 2016.

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AcqDemo</td>
<td>Acquisition Demonstration</td>
</tr>
<tr>
<td>ADR</td>
<td>Alternative Dispute Resolution</td>
</tr>
<tr>
<td>AI</td>
<td>Administrative Instruction</td>
</tr>
<tr>
<td>AO</td>
<td>Administrative Officer</td>
</tr>
<tr>
<td>AOR</td>
<td>Area of Responsibility</td>
</tr>
<tr>
<td>ASD</td>
<td>Assistant Secretary of Defense</td>
</tr>
<tr>
<td>ASD (LA)</td>
<td>Assistant Secretary of Defense (Legislative Affairs)</td>
</tr>
<tr>
<td>AT</td>
<td>Antiterrorism</td>
</tr>
<tr>
<td>ATFP</td>
<td>Antiterrorism and Force Protection</td>
</tr>
<tr>
<td>ATSD</td>
<td>Assistant to the Secretary of Defense</td>
</tr>
<tr>
<td>ATSD (PA)</td>
<td>Assistant to the Secretary of Defense (Public Affairs)</td>
</tr>
<tr>
<td>CAC</td>
<td>Common Access Card</td>
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<tr>
<td>CAP</td>
<td>Computer (Electronic) Accommodations Program</td>
</tr>
<tr>
<td>CAPTEC</td>
<td>Computer (Electronic) Accommodations Program Technology Evaluation Center</td>
</tr>
<tr>
<td>CAS2NET</td>
<td>Contribution-based Compensation and Appraisal System Software</td>
</tr>
<tr>
<td>CBRNE</td>
<td>Chemical, Biological, Radiological, Nuclear, and High Yield Explosives</td>
</tr>
<tr>
<td>CEHS</td>
<td>Civilian Employee Health Service</td>
</tr>
<tr>
<td>CENS</td>
<td>Computer Emergency Notification System</td>
</tr>
<tr>
<td>CFC</td>
<td>Combined Federal Campaign</td>
</tr>
<tr>
<td>CFR</td>
<td>Code of Federal Regulations</td>
</tr>
<tr>
<td>CI</td>
<td>Counterintelligence</td>
</tr>
<tr>
<td>CMD</td>
<td>Correspondence Management Division (WHS ESD)</td>
</tr>
<tr>
<td>CMG</td>
<td>Crisis Management Group (PFPA)</td>
</tr>
<tr>
<td>CONUS</td>
<td>Continental United States</td>
</tr>
<tr>
<td>COOP</td>
<td>Continuity of Operations</td>
</tr>
<tr>
<td>CSRS</td>
<td>Civil Service Retirement System</td>
</tr>
<tr>
<td>CTO</td>
<td>Commercial Travel Office</td>
</tr>
<tr>
<td>CUI</td>
<td>Controlled Unclassified Information</td>
</tr>
<tr>
<td>DA</td>
<td>Director of Administration (ODCMO)</td>
</tr>
<tr>
<td>DAEO</td>
<td>Designated Agency Ethics Official</td>
</tr>
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<td>DCIPS</td>
<td>Defense Civilian Intelligence Personnel System</td>
</tr>
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<td>DCMO</td>
<td>Deputy Chief Management Officer</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<td>DEERS</td>
<td>Defense Enrollment Eligibility Reporting System</td>
</tr>
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<td>DFAS</td>
<td>Defense Finance and Accounting Service</td>
</tr>
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<td>DepSecDef</td>
<td>Deputy Secretary of Defense (also DSD)</td>
</tr>
<tr>
<td>DISES</td>
<td>Defense Intelligence Senior Executive Service</td>
</tr>
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<td>DISL</td>
<td>Defense Intelligence Senior Level</td>
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<td>DoD</td>
<td>Department of Defense</td>
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<tr>
<td>DoDD</td>
<td>Department of Defense Directive</td>
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<tr>
<td>DoDI</td>
<td>Department of Defense Instruction</td>
</tr>
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<td>DoJ</td>
<td>Department of Justice</td>
</tr>
<tr>
<td>DOSPR</td>
<td>Defense Office of Prepublication and Security Review (WHS ESD)</td>
</tr>
<tr>
<td>DPCLTD</td>
<td>Defense Privacy, Civil Liberties, and Transparency Division (WHS ESD)</td>
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<td>DPMAP</td>
<td>DoD Performance Management and Appraisal Program</td>
</tr>
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<td>DSD</td>
<td>Deputy Secretary of Defense</td>
</tr>
<tr>
<td>DSN</td>
<td>Defense Switched Network</td>
</tr>
<tr>
<td>DTA</td>
<td>Defense Travel Administrator</td>
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<td>DTHC</td>
<td>DiLorenzo TRICARE Health Clinic</td>
</tr>
<tr>
<td>DTM O</td>
<td>Defense Travel Management Office</td>
</tr>
<tr>
<td>DTP</td>
<td>Drug Testing Program</td>
</tr>
<tr>
<td>DTS</td>
<td>Defense Travel System</td>
</tr>
<tr>
<td>EAP</td>
<td>Employee Assistance Program</td>
</tr>
<tr>
<td>EDF</td>
<td>Executive Dining Facilities</td>
</tr>
<tr>
<td>EEOP</td>
<td>Equal Employment Opportunity Program</td>
</tr>
<tr>
<td>EMP</td>
<td>Executive Motor Pool (compare PMP)</td>
</tr>
<tr>
<td>EO</td>
<td>Executive Order</td>
</tr>
<tr>
<td>ESD</td>
<td>Executive Services Directorate (a WHS directorate)</td>
</tr>
<tr>
<td>FAC A</td>
<td>Federal Advisory Committee Act</td>
</tr>
<tr>
<td>FDM</td>
<td>Financial Disclosure Management</td>
</tr>
<tr>
<td>FEDVIP</td>
<td>Federal Employees Dental and Vision Insurance Program</td>
</tr>
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<td>FEGLI</td>
<td>Federal Employee Group Life Insurance</td>
</tr>
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<td>FEHB</td>
<td>Federal Employees Health Benefits</td>
</tr>
<tr>
<td>FERS</td>
<td>Federal Employees Retirement System</td>
</tr>
<tr>
<td>FFS</td>
<td>Fee for Service</td>
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<td>FICA</td>
<td>Federal Insurance Contributions Act</td>
</tr>
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<td>Financial Disclosure Management</td>
</tr>
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<td>FLTCIP</td>
<td>Federal Long-term Care Insurance Program</td>
</tr>
<tr>
<td>FOIA</td>
<td>Freedom of Information Act</td>
</tr>
<tr>
<td>FOUO</td>
<td>For Official Use Only (a category of CUI)</td>
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<td>FSAFEDS</td>
<td>Flexible Spending Accounts (also FSAFEDS)</td>
</tr>
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<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
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</tr>
<tr>
<td>FSD</td>
<td>Facilities Services Directorate (a WHS directorate)</td>
</tr>
<tr>
<td>FVRA</td>
<td>Federal Vacancies Reform Act of 1998</td>
</tr>
<tr>
<td>GAL</td>
<td>Global Address List</td>
</tr>
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<td>GC</td>
<td>General Counsel</td>
</tr>
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<td>GS</td>
<td>General Schedule</td>
</tr>
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<td>HMO</td>
<td>Health Maintenance Organization</td>
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<tr>
<td>HOV</td>
<td>High Occupancy Vehicle</td>
</tr>
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<td>HQE</td>
<td>Highly Qualified Expert (see SME)</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resources Directorate (a WHS Directorate)</td>
</tr>
<tr>
<td>HRP</td>
<td>High-Risk Personnel</td>
</tr>
<tr>
<td>ID</td>
<td>Identification</td>
</tr>
<tr>
<td>INFONET</td>
<td>Information Network</td>
</tr>
<tr>
<td>IRA</td>
<td>Individual Retirement Account</td>
</tr>
<tr>
<td>ITD</td>
<td>Investigative Threat Directorate (a directorate within PFPA)</td>
</tr>
<tr>
<td>JER</td>
<td>Joint Ethics Regulation</td>
</tr>
<tr>
<td>JSP</td>
<td>Joint Service Provider</td>
</tr>
<tr>
<td>JTR</td>
<td>Joint Travel Regulations</td>
</tr>
<tr>
<td>JWICS</td>
<td>Joint Worldwide Intelligence Communication System</td>
</tr>
<tr>
<td>KSAs</td>
<td>Knowledge, skills, and abilities</td>
</tr>
<tr>
<td>LES</td>
<td>Leave and Earnings Statement</td>
</tr>
<tr>
<td>LMER</td>
<td>Labor Management Employee Relations (WHS HRD)</td>
</tr>
<tr>
<td>MC</td>
<td>Mark Center</td>
</tr>
<tr>
<td>MDW</td>
<td>Military District of Washington</td>
</tr>
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<td>MILDEP</td>
<td>Military Department</td>
</tr>
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<td>MEO</td>
<td>Military Equal Opportunity</td>
</tr>
<tr>
<td>MSPB</td>
<td>Merit Systems Protection Board</td>
</tr>
<tr>
<td>MTBP</td>
<td>Mass Transportation Benefit Program</td>
</tr>
<tr>
<td>NAC</td>
<td>National Agency Check</td>
</tr>
<tr>
<td>NACI</td>
<td>National Agency Check with Inquiries</td>
</tr>
<tr>
<td>NARA</td>
<td>National Archives and Records Administration</td>
</tr>
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<td>NCIC</td>
<td>National Crime Information Check</td>
</tr>
<tr>
<td>NCR</td>
<td>National Capital Region</td>
</tr>
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<td>NIPRNET</td>
<td>Non-classified Internet Protocol Router Network</td>
</tr>
<tr>
<td>NLRB</td>
<td>National Labor Relations Board</td>
</tr>
<tr>
<td>NMCC</td>
<td>National Military Command Center</td>
</tr>
<tr>
<td>NRO</td>
<td>National Reconnaissance Office</td>
</tr>
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<td>NSA</td>
<td>National Security Agency</td>
</tr>
<tr>
<td>NSC</td>
<td>National Security Council</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
</tr>
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<td>--------------</td>
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<tr>
<td>OAA</td>
<td>Office of the Administrative Assistant</td>
</tr>
<tr>
<td>OCA</td>
<td>Original Classification Authority</td>
</tr>
<tr>
<td>OCJCS</td>
<td>Office of the Chairman of the Joint Chiefs of Staff</td>
</tr>
<tr>
<td>OCONUS</td>
<td>Outside of the Continental United States</td>
</tr>
<tr>
<td>ODCMO</td>
<td>Office of the Deputy Chief Management Officer</td>
</tr>
<tr>
<td>ODMEO</td>
<td>Office of Diversity Management and Equal Opportunity</td>
</tr>
<tr>
<td>OGC</td>
<td>Office of the General Counsel</td>
</tr>
<tr>
<td>OGE</td>
<td>Office of Government Ethics</td>
</tr>
<tr>
<td>OMB</td>
<td>Office of Management and Budget</td>
</tr>
<tr>
<td>OPFM</td>
<td>Office of the Pentagon Fire Marshal (WHS FSD)</td>
</tr>
<tr>
<td>OPM</td>
<td>Office of Personnel Management</td>
</tr>
<tr>
<td>OPSEC</td>
<td>Operations Security</td>
</tr>
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<td>OSD</td>
<td>Office of the Secretary of Defense</td>
</tr>
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<td>PA</td>
<td>Presidential Appointee (without Senate confirmation)</td>
</tr>
<tr>
<td>PAA</td>
<td>Performance Appraisal Application</td>
</tr>
<tr>
<td>PAC</td>
<td>Pentagon Athletic Center</td>
</tr>
<tr>
<td>PAS</td>
<td>Presidential Appointments made with the Advice and Consent of the Senate (Presidentially-Appointed, Senate confirmed)</td>
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<td>PBMO</td>
<td>Pentagon Building Management Office (WHS FSD)</td>
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<tr>
<td>PCM</td>
<td>Primary Care Manager</td>
</tr>
<tr>
<td>PEO</td>
<td>Pentagon Emergency Operations (PFPA)</td>
</tr>
<tr>
<td>POC</td>
<td>Pentagon Operations Center</td>
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<tr>
<td>PFPA</td>
<td>Pentagon Force Protection Agency</td>
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<tr>
<td>PIC</td>
<td>Personal Identification Code</td>
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<td>PII</td>
<td>Personally Identifiable Information</td>
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<td>PLC2</td>
<td>Pentagon Library and Conference Center</td>
</tr>
<tr>
<td>PMB</td>
<td>Parking Management Branch (PFPA)</td>
</tr>
<tr>
<td>PMO</td>
<td>Parking Management Office (WHS FSD)</td>
</tr>
<tr>
<td>PMP</td>
<td>Pentagon Motor Pool (compare EMP)</td>
</tr>
<tr>
<td>POC</td>
<td>Point of Contact</td>
</tr>
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<td>PPO</td>
<td>Provider Preferred Organization</td>
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<tr>
<td>PRS</td>
<td>Pentagon Referral Service</td>
</tr>
<tr>
<td>PTDC</td>
<td>Pentagon Tri-Service Dental Clinic</td>
</tr>
<tr>
<td>PWP</td>
<td>Personal Wellness Profile</td>
</tr>
<tr>
<td>RAPIDS</td>
<td>Real-Time Automated Personnel ID System</td>
</tr>
<tr>
<td>RDF</td>
<td>Remote Delivery Facility</td>
</tr>
<tr>
<td>SAP</td>
<td>Special Access Program</td>
</tr>
<tr>
<td>SC</td>
<td>Schedule C</td>
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</table>
SCI  Sensitive Compartmental Information
SCIF  Sensitive Compartmentalized Information Facility
SecDef  Secretary of Defense (also SD and SECDEF)
SEMO  Senior Executive Management Office (WHS HRD)
SES  Senior Executive Service
SEU  Special Events Unit (PFPA)
SF  Standard Form
SIPRNET  Secret Internet Protocol Router Network
SL  Senior Level
SM  Security Manager
SME  Subject Matter Expert
SOCO  Standards of Conduct Office
ST  Scientific and Technical
TAC  Transition Assistance Coordinator
TAD  Temporary Additional Duty (sometimes Temporary Assigned Duty)
TDP  (Drug) Testing Designated Position
TDY  Temporary Duty
TMPO  Transportation Management Program Office (WHS FSD)
TSP  Thrift Savings Plan
TTF  Transition Task Force
UCMJ  Uniform Code of Military Justice
UNCLASS  Unclassified
USC  United States Code
USD (I)  Under Secretary of Defense for Intelligence
USD (P&R)  Under Secretary of Defense for Personnel and Readiness
VACP  Vehicle Access Control Point
VRE  Virginia Railway Express
VTC  Video-teleconferencing
WG  Wage Grade
WHLO  White House Liaison Office
WHMO  White House Military Office
WHS  Washington Headquarters Services
WMATA  Washington Metrorail Area Transit Authority
WNRC  Washington National Records Center