



HOMELAND DEFENSE
& GLOBAL SECURITY

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MEMORANDUM FOR CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF
DEFENSE
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SUBJECT: The Role of Continuity in the COVID-19 Pandemic Response

There has been a tremendous volume of information over the past few weeks regarding COVID-19. I want to address the role of Continuity and answer some of the questions about Continuity Plan execution and the applicability of recommended mitigation actions.

First, pandemic risk mitigation actions are informed by health and medical professionals and executed at the local level. They are largely governed by DODI 6200.03, Public Health Emergency Management within the DOD, which includes information on the Health Protection Conditions (HPCON) framework concept and responsibilities of DOD component heads. The HPCON framework aims to communicate specific health protection measures to the affected population and provide guidance on the appropriate actions organizations and individuals should take to protect themselves.

HPCON risk mitigation activities are developed and implemented locally based on the specific health threat. For those working at the Pentagon Reservation or out of DOD-designated facilities in the NCR, please refer to the WHS Coronavirus web page (<https://www.whs.mil/Coronavirus>) for the latest information and guidance. There is additional and separate HPCON guidance for DOD components based in different geographic areas and under different threat circumstances.

Second, all DoD Components should have a Pandemic Plan as part of their larger Continuity Plan to assist in maintaining operations throughout and in rapidly recovering following a pandemic. Component heads may execute their plan or portions of their plan at any time to ensure the ability to execute essential functions. COVID-19 has re-emphasized that continuity, or resilience, must be built into operations at the elemental level for missions to succeed. The pandemic threat requires deliberate local planning as the threat evolves and health professional guidance is refined to ensure DoD continuity of operations.

As you consider the Center for Disease Control's (CDC) guidance on social distancing, plan to distribute your personnel. DoD-level alternate sites, such as Raven Rock Mountain Complex (RRMC), are not available for purely social distancing purposes, and access requires special approval from the responsible command. For other alternate sites, consider the impact of COVID-19 related decisions and ensure control measures are implemented to avoid site contamination. As you engage in telework, understand network limitations, increasing cyber threats and vulnerabilities, power outages, and how alternating shifts may impact performance. Consider the mechanisms for transmitting electronic and physical correspondence and control measures to prevent contamination. Split shifts should be planned to prevent cross-contamination while ensuring organizational leadership and staff support are represented.

Finally, your Continuity Program Managers (CPMs) work hard to provide operational plans that meet national and DoD guidance and your own organization's goals. Please continue to empower them with the advocacy and resources needed to support your organization. Our team is directly engaged in assisting CPMs with information-flow as they facilitate your operations to provide you the best decision-support possible.

This memorandum follows up on an email that I sent to your continuity managers on March 13, 2020. Please address any questions to Jason Doiron (jason.p.doiron.civ@mail.mil).



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