



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

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FEB 21 2013

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Total Force Management and Budgetary Uncertainty

- Reference:
- (a) Deputy Secretary of Defense Memorandum, "Handling Budget Uncertainty in Fiscal Year 2013", dated 10 January 2013
 - (b) Under Secretary of Defense of Personnel & Readiness Memorandum, "Prohibition on Converting Certain Functions to Contract Performance", dated 1 December 2011
 - (c) Deputy Secretary of Defense Memorandum, "Guidance for Limitation on Aggregate Annual Amount Available for Contracted Services", dated 3 June 2012
 - (d) Under Secretary of Defense of Personnel & Readiness Memorandum, "Guidance Related to the Utilization of Military Manpower to Perform Certain Functions", dated 2 March 2012
 - (e) DoD Instruction 1100.22, "Guidance for Determining Workforce Mix", dated 12 April 2010

This memorandum provides guidance for the management of the Total Force (active and reserve military, government civilians, and contracted support) during this time of continued budget uncertainty. The Department must maintain the viability of the All-Volunteer Force and sustain its operational readiness in the most cost-conscious manner. To do so, the Department must also maintain a properly sized, highly capable civilian workforce that is aligned to mission and workload; complements and delivers support to the military; supports the well-being of the warfighters and their families; and recognizes evolving critical demands while guarding against an erosion of organic skills and an overreliance on contracted services. Finally, the use of contracted services must continue to be reviewed to ensure the most appropriate, cost effective, and efficient support aligned to mission.

As DoD Components begin to take actions consistent with reference (a) – including the implementation of civilian hiring freezes, the release of term or temporary civilian employees, and other personnel related actions – they must be mindful of the Department's obligations to manage the Total Force consistent with Title 10 statutory requirements and references (b) through (e). These considerations are required in planning for the potential reduction or unavailability of fiscal year 2013 funds (with the exception of funds for military personnel) associated with sequester or the continuing resolution.

Consistent with section 2461 of title 10, United States Code, and reference (b), the conversion of functions or work performed by, or designated for performance by, civilian employees to contract performance without a public-private competition is expressly prohibited. Currently such competitions are prohibited under section 325 of the National Defense Authorization Act for Fiscal Year 2010 (Public Law 111-84). Workload currently performed by, or designated for performance by, civilian employees may not be transferred or assumed by contractors performing against prior year obligations. Most importantly, contractors may not perform inherently governmental work, and section 2464 of title 10, United States Code expressly prohibits contracting of certain functions (enclosure 1). DoD

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Museum Law Marilyn E. Phelan, 2014-04-17 From one of America s foremost experts in museum and cultural heritage law here is a comprehensive guide to both U S and international laws and conventions affecting museums art galleries natural and historic heritage and other cultural organizations This authoritative guide begins naturally with laws protecting art and artists include artists freedom of expression invasion of privacy right of publicity and trade laws moves on to protection of artists property rights through copyright laws and then goes into international laws and conventions with full coverage of the Hugue Convention for the Protection of Cultural Property in the Event of Armed Conflict the UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import and Export and Transfer of Ownership of Cultural Property and the UNIDROIT Convention on the International Return of Stolen or Illegally Exported Cultural Objects features full coverage of U S laws protecting cultural heritage such as the Antiquities Act the Historic Sites Act the National Historic Preservation Act the National Film Preservation State Preservation Acts and the National Stolen Properties Act includes detailed coverage of U S laws protecting our natural heritage such as the Lacey Act the Endangered Species Act and the Marine Mammal Protection Act features much needed current coverage of laws affecting the operation of museums ranging from organizational structure and accounting to governance and use of guards and volunteers includes invaluable details of laws related to museum collections including purchases loans gifts deaccessioning detailed coverage of laws and regulations governing the tax exempt status for museums including how to fill out required forms unprecedented attention to museums unrelated business taxable income from such increasingly common activities as gifts shops snack bars travel tours and sponsorships No museum cultural heritage site or historical site can afford to be without this authoritative guide **The Employer Mandate** United States. Congress. House. Committee on Education and the Workforce. Subcommittee on Health, Employment, Labor, and Pensions, United States. Congress. House. Committee on Education and the Workforce. Subcommittee on Workforce Protections, 2015 *The Army Lawyer*, 2014-06 **The Syrian Jihad** Charles R. Lister, 2016-01-02 The eruption of the anti Assad revolution in Syria has had many unintended consequences among which is the opportunity it offered Sunni jihadists to establish a foothold in the heart of the Middle East That Syria s ongoing civil war is so brutal and protracted has only compounded the situation as have developments in Iraq and Lebanon Ranging across the battlefields and international borders have been dozens of jihadi Islamist fighting groups of which some coalesced into significant factions such as Jabhat al Nusra and the Islamic State This book assesses and explains the emergence since 2011 of Sunni jihadist organizations in Syria s fledgling insurgency charts their evolution and situates them within the global Islamist project Unprecedented numbers of foreign fighters have joined such groups who will almost certainly continue to host them Thus external factors in their emergence are scrutinized including the strategic and tactical lessons learned from other jihadist conflict zones and the complex interplay between Al Qaeda and the Islamic State and how it has influenced the

jihadist sphere in Syria Tensions between and conflict within such groups also feature in this indispensable volume

Committee Study of the Central Intelligence Agency's Detention and Interrogation Program Dianne Feinstein, 2014-12-09

This is a reprint edition This is the 528 page declassified summary released in December 2014 of a much larger 6000 page classified report Also called the Senate Report on Torture **Dispute Settlement Reports 2020: Volume 3, Pages 1147 to 1522** World Trade Organization, 2022-02-17 The Dispute Settlement Reports are the WTO authorized and paginated reports in English They are an essential addition to the library of all practicing and academic trade lawyers and a valued resource for students worldwide taking courses in international economic or trade law DSR 2020 Volume 3 provides the report on United States Countervailing Measures on Supercalendered Paper from Canada WT DS505 *ENGLISH FOR PHYSIOTHERAPY* TIM LC UMM, 2014-03-25 English for PHYSIOTHERAPY is written to fulfill students needs to learn English for Specific Purposes This book is designed to provide an opportunity for the students to develop their English skills more communicatively and meaningfully It consists of twenty eight units Each unit presents reading writing and speaking section Reading section consists of pre reading reading comprehension and vocabulary exercises related to the topic of the text In writing section some structure and sentence patterns are completed with guided writing exercises Meanwhile in speaking section students are provided with models and examples followed by practical activities which are presented in various ways The materials have been arranged and graded in accordance with their language levels Above all to improve the quality of this textbook criticisms and suggestions for better editions are highly appreciated **The Official Senate Report on CIA Torture** U.S. Senate Select Committee on Intelligence, 2015-01-06 Now available to the public for the first time the Senate's landmark torture report delivers a damning indictment on CIA interrogation practices Finally declassified and released after five years in the making the Senate Intelligence Committee's report on the CIA's torture program which describes in excruciating detail what Obama has called harsh methods inconsistent with our values as a nation is now available to the American public citizens who have a right to know the truth Considered one of the most important government documents ever to be published the torture report compiles the Senate committee's findings of the CIA's program to detain and interrogate terrorist threats in the aftermath of the September 11 attacks from 2001 to 2006 during the Bush administration Among other controversial conclusions the report has found that the CIA's enhanced interrogation techniques were not effective in acquiring intelligence to avert terrorist threats The study also shows that the CIA misled the public Congress the Department of Justice and even the White House on the effectiveness and the scope and severity of their interrogation techniques The exhaustive and disturbing account also provides grisly accounts on horrific practices that occurred in CIA black sites prisoners experienced sleep deprivation in stressful positions for up to 180 hours being stripped and shackled hooded and dragged down a long corridor while being punched waterboarding and rectal feeding Based on six million CIA documents and requiring 40 million to complete the entire 6 000 page report still remains classified Only 525 pages of

summary have been published with 7 percent of its content redacted and it is now at the disposal of American readers who have the opportunity to learn what occurred during this dark chapter in modern American history The Senate report delivers a scathing shocking and controversial judgment and gives us much to think about in terms of our longstanding position on freedom democracy dignity and human rights

ENGLISH FOR SHARIA ECONOMICS TIM LC UMM,2018-08-17 English for Sharia Economics is written to fulfil students need in learning English for Specific Purposes This book is designed to provide an opportunity for the students to develop their English skills more communicatively and meaningfully It consists of twenty eight units Each unit presents reading writing and speaking sections Reading section mainly consists of pre reading reading comprehension and vocabulary excercises related to the topic of the text However some reading sections have additional authentic text and its excercise In writing section some stucture and sentence patterns are presented from the easiest to the most difficult excercises Meanwhile in speaking section students are provided with models and examples followed by practical activities presented in various ways The materials have been arranged and graded in accordance with students language levels To improve the quality of this textbook criticisms and suggesstions for better editions are highly appreciated

Proposed Revisions to the Common Rule for the Protection of Human Subjects in the Behavioral and Social Sciences National Research Council,Division of Behavioral and Social Sciences and Education,Committee on Population,Committee on National Statistics,Board on Behavioral, Cognitive, and Sensory Sciences,Committee on Revisions to the Common Rule for the Protection of Human Subjects in Research in the Behavioral and Social Sciences,2014-03-31

Proposed Revisions to the Common Rule for the Protection of Human Subjects in the Behavioral and Social Sciences examines how to update human subjects protections regulations so that they effectively respond to current research contexts and methods With a specific focus on social and behavioral sciences this consensus report aims to address the dramatic alterations in the research landscapes that institutional review boards IRBs have come to inhabit during the past 40 years The report aims to balance respect for the individual persons whose consent to participate makes research possible and respect for the social benefits that productive research communities make possible The ethics of human subjects research has captured scientific and regulatory attention for half a century To keep abreast of the universe of changes that factor into the ethical conduct of research today the Department of Health and Human Services published an Advance Notice of Proposed Rulemaking ANPRM in July 2011 Recognizing that widespread technological and societal transformations have occurred in the contexts for and conduct of human research since the passage of the National Research Act of 1974 the ANPRM revisits the regulations mandated by the Act in a correspondingly comprehensive manner Its proposals aim to modernize the Common Rule and to improve the efficiency of the work conducted under its auspices Proposed Revisions to the Common Rule for the Protection of Human Subjects in the Behavioral and Social Sciences identifies issues raised in the ANPRM that are critical and feasible for the federal government to address for the protection of participants and for the

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