



Combating Trafficking in Persons Program Management Office

Onboarding Packet for Points of Contact and
Task Force Members



Welcome to the Combating Trafficking in Persons (CTIP) Program

Thank you for playing an important role in DoD's CTIP efforts. This Onboarding Packet is designed to provide an orientation to the U.S. Department of Defense (DoD) CTIP Task Force and to CTIP points of contact (POC) in DoD.

As CTIP POCs and CTIP Task Force members, you are force multipliers for DoD's CTIP Program. As a CTIP POC, one of your responsibilities is to serve on the CTIP Task Force. The Task Force is the primary avenue for DoD and partner communities to coordinate prevention efforts and bring consistency to the DoD CTIP program. The CTIP Task Force promotes and facilitates Department-wide sharing of lessons learned, best practices, and methodologies to most effectively minimize the possibility of trafficking in persons. It also assists the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) in providing support to trafficking in persons programs throughout DoD, including training and awareness programs. The Task Force works to improve DoD oversight, identify gaps, and integrate and improve DoD CTIP-related processes and procedures.

The CTIP Program Manager in the Defense Human Resources Activity, under the authority of OUSD(P&R), chairs the CTIP Task Force. Task Force membership is at the Action Officer level and consists of individuals designated to represent their Service/Agency CTIP Program.

The Task Force meets on a quarterly basis (the second Wednesday of January, April, July, and October). All meeting materials are distributed prior to the meeting. All Task Force members shall participate in person or over the phone.

This Onboarding Packet will help you understand and perform your new role and responsibilities as a CTIP POC and/or as a CTIP Task Force member, help CTIP POCs fulfill responsibilities, especially ones outlined in the DoDI, help Task Force members understand their role in the CTIP program, and learn about the CTIP program and mission within the Department of Defense. Please note, the CTIP POC and Task Force member are often the same person. The packet also provides up-to-date information on materials available through the CTIP PMO to carry out these roles. This packet contains the following documents:

1. About the CTIP Program Management Office
2. Roles and Responsibilities of CTIP POC
3. Roles and Responsibilities of CTIP Task Force Members
4. What is Trafficking in Persons?
5. Cases of Trafficking in Military
6. Frequently Asked Questions
7. CTIP Task Force Charter
8. Signs and Indicators of Trafficking in Persons ([link](#))
9. DoDI 2200.01, "Combating Trafficking in Persons (CTIP)" ([link](#))



About the Combating Trafficking in Persons Program Management Office

Vision

The Department of Defense (DoD) sustains an effective program to combat trafficking in persons in both its domestic and international environments.

Mission

To institutionalize Department of Defense Combating Trafficking in Persons (CTIP) policy and programs and set conditions for effective prevention, protection, prosecution, and partnering activities in concert with, and supportive of, national efforts.

Guiding Principles

1. Reduce the risk and incidence of trafficking in persons within DoD's garrison and deployed operations
2. Identify victims and help alleviate suffering
3. Improve monitoring and reporting
4. Identify criminal activity
5. Educate stakeholders on DoD's stance on trafficking in persons
6. Train all DoD personnel on combating trafficking in persons
7. Inform contractors of DoD CTIP policies and best practices

Leadership

Linda K. Dixon - Program Manager

Linda K. Dixon retired from the United States Army in February 2007, and immediately started her civil service career as an Intergovernmental Affairs Officer within the Defense Human Resources Activity, Policy Support Office. She is the Program Manager for implementing the DoD's program to combat trafficking in persons. Ms. Dixon is responsible for developing training modules that are based on realistic, military-related trafficking in persons (TIP) scenarios. She works with military departments and civilians throughout the DoD to establish metrics for tracking awareness and understanding of TIP-related policy and programs. Ms. Dixon testified before Congressional committees about the DoD's program to combat TIP. In 2014, she deployed to Afghanistan for a year to inquire about and verify reports of trafficking in government contracting. She is working with the Office of the Under Secretary of Defense for Defense Acquisition and Sustainment to address labor trafficking related to Defense contracting.

Ms. Dixon heads up a multidisciplinary task force to improve the DoD CTIP program, and to resolve issues and violations of TIP laws and regulations. Ms. Dixon's last duty assignment within the military was with the DoD Office of the Inspector General (IG) as a Senior Program Analyst within the Inspections and Evaluations Directorate. During her tenure as an IG, Ms. Dixon assisted DoD with initiatives to combat TIP. She led an IG team on a worldwide evaluation of the DoD efforts to combat trafficking in persons. The team made several recommendations in the areas of coordination, training, policy, and metrics.



U.S. Department of Defense Combating Trafficking in Persons Program Management Office

Who We Are

The Department of Defense (DoD) Combating Trafficking in Persons (CTIP) Program Management Office (PMO) falls under the [Under Secretary of Defense for Personnel and Readiness \(USD \(P&R\)\)](#) in the [Defense Human Resources Activity \(DHRA\)](#). DHRA is responsible for CTIP policy development, planning, resource management, and program evaluation for all of DoD.

The CTIP PMO is responsible for overseeing, developing, and providing the tools necessary for implementing the [National Security Presidential Directive \(NSPD\) 22](#) within DoD. The NSPD 22 declares the United States Government's "zero tolerance" policy for trafficking in persons (TIP). The Directive states, "Departments and agencies shall ensure that all of the appropriate offices within their jurisdiction are fully trained to carry out their responsibilities to combat trafficking."

What We Do

Develop Policy: The CTIP PMO is responsible for the development and updating of the [Department of Defense Instruction 2200.01, "Combating Trafficking in Persons \(CTIP\)."](#) The DoDI establishes policy, assigns responsibilities, and prescribes training requirements for CTIP. The DoDI was first published in 2007 and has been updated in 2010, 2015, and 2019.

Develop Training: The CTIP DoDI requires Component Heads to ensure new personnel (military and civilian) take CTIP training within their initial year of entry into DoD. CTIP PMO is tasked with developing terminal learning objectives, guidelines, and procedures for trafficking awareness training for all DoD components. In order to achieve this goal, CTIP PMO developed several different training programs, including [General Awareness](#), [Investigative Professionals](#) (law enforcement, criminal and DoDIG investigators), [Acquisitions Professionals](#), [Department of Defense Education Activity school personnel](#), and supplemental training for [Legal Counsel](#). CTIP trainings are designed to provide an overview of TIP including, signs of trafficking, key policies and procedures, and reporting procedures.

Develop Awareness Materials: The CTIP PMO is responsible for developing awareness materials for distribution to DoD components and defense contractors overseas. The CTIP PMO developed posters and wallet-sized cards that outline worker's rights and provides information on where to report suspected cases of TIP. These [cards are available in 10 languages](#) and are continually shipped overseas and distributed to workers. Additionally, CTIP PMO created and distributed posters that describe how to recognize and report trafficking. These posters are required to be displayed in an area that is readily visible to all employees. In locations where multiple languages are spoken, awareness materials were translated into the language(s) spoken by a significant portion of the employees. There are [posters in 20 languages](#) available on the CTIP website.



U.S. Department of Defense Combating Trafficking in Persons Program Management Office

Accomplishments

DoD has achieved many accomplishments since the issuance of the [NSPD 22](#) and the passage of the [Trafficking Victims Protection Act of 2000](#).

Through the CTIP PMO:

- DoD was the first Federal agency to require training for its personnel, beginning with military members in 2005.
- DoD was the first Federal agency to require TIP Clauses in contracts, implemented through the Defense Federal Acquisition Regulation Supplement (DFARS) in 2006.
- In 2007, the Combating Trafficking in Persons Department of Defense Instruction (2200.01) was published. It has been updated in 2010, 2015, and 2019.
- In 2010, the CTIP PMO launched its website and expanded mandatory training to DoD civilians.
- DoD was the first Federal agency to produce “Worker’s Rights” reference cards in 2011, in multiple languages.
- DoD was the first Federal agency to establish a multi-disciplinary task force on CTIP in 2012.
- DoD was the first Federal agency to publish a Strategic Plan for Combating Trafficking in Persons in 2013.
- In 2014, the CTIP PMO established a CTIP Program Manager in Afghanistan and developed specialized trainings for Acquisition Professionals and for Investigative Professionals.
- In 2016, the Defense Advanced Research Projects Agency (DARPA) received the 2016 Presidential Award for Extraordinary Efforts to Combat Trafficking in Persons for the development of an anti-trafficking technology tool called “Memex.”
- In the 2017 Status of Forces Survey, 94 percent of the active duty members surveyed understood the U.S. Government’s “zero tolerance” policy on trafficking in persons.
- In 2018, the CTIP PMO and the Department of Defense Education Activity (DoDEA) released the CTIP Training for DoDEA school personnel.

As defenders of peace and freedom, DoD will continue to take actions to stop this heinous crime until it is completely eradicated.



Basic Responsibilities of the Combating Trafficking in Persons (CTIP) Point of Contact (POC)

1. Engage with Stakeholders within the Component on issues related to CTIP.
2. Participate in quarterly CTIP Task Force meetings and related efforts.
3. Assist your Leadership with the annual CTIP Self-Assessment, to provide to the CTIP PMO no later than November 30 of every year, information including the following:
 - Method used to track initial training;
 - Component accomplishments for annual reporting to the U.S. Department of State;
 - Component reports of cases for the U.S. Attorney General's Report to Congress on CTIP; Component reporting on carrying out of responsibilities as outlined in DoDI 2200.01.A template and guidance for conducting the program review is available at www.ctip.defense.gov.
4. Assist with putting out the annual nomination call for the Presidential Award for Extraordinary Efforts to Combat Trafficking in Persons to your Component, Agency or Service.
5. Assist with gathering information or identifying the correct points of contact in your Service, Component, or Agency for CTIP PMO data calls, and other required information.
6. Work with your Component's social media team to post CTIP items.



Basic Responsibilities of the Combating Trafficking in Persons (CTIP) Task Force Members

The CTIP Task Force members have important roles and responsibilities, including:

1. Actively participating in CTIP Task Force meetings, as well as identifying an alternate who can attend in the absence of the primary representative
2. Communicating CTIP policies, DoD guidance on CTIP, and meeting content back to their Service/Agency leadership
3. Providing advice and guidance regarding DoD policies, plans, programs, and requirements for effectively combating trafficking in persons
4. Sharing best practices, lessons learned, and other relevant experiences with fellow Task Force members in order to collectively improve DoD's capabilities to effectively combat trafficking in persons
5. Reviewing and responding to Task Force emails and other documentation
6. Providing topics, speakers, and subject matter experts for future Task Force meetings to the Chair for consideration
7. Providing support as requested to the Chair, including responding to data and information request queries
8. Assisting with DoD CTIP policy development and program oversight



What is Trafficking in Persons (TIP)?

Trafficking in Persons (TIP) is the use of **force, fraud, or coercion** to compel persons to provide labor or services or commercial sex. The three most common forms of trafficking are: Forced Labor (Labor Trafficking), Sex Trafficking, and Child Soldiering.

The following are legal definitions utilized in understanding what constitutes trafficking in persons under U.S. law.

Severe forms of trafficking in persons: ([22 U.S.C. 7102](#))

The term "severe forms of trafficking in persons" means—

- (A) sex trafficking in which a commercial sex act is induced by force, fraud, or coercion, or in which the person induced to perform such act has not attained 18 years of age; or
- (B) the recruitment, harboring, transportation, provision, or obtaining of a person for labor or services, through the use of force, fraud, or coercion for the purpose of subjection to involuntary servitude, peonage, debt bondage, or slavery.

Sex trafficking: ([22 U.S.C. 7102](#))

The term "sex trafficking" means the recruitment, harboring, transportation, provision, obtaining, patronizing, or soliciting of a person for the purpose of a commercial sex act.

Forced labor: ([18 U.S.C. 1589](#))

- (a) Whoever knowingly provides or obtains the labor or services of a person by any one of, or by any combination of, the following means—
 - (1) by means of force, threats of force, physical restraint, or threats of physical restraint to that person or another person;
 - (2) by means of serious harm or threats of serious harm to that person or another person;
 - (3) by means of the abuse or threatened abuse of law or legal process; or
 - (4) by means of any scheme, plan, or pattern intended to cause the person to believe that, if that person did not perform such labor or services, that person or another person would suffer serious harm or physical restraint,shall be punished as provided under subsection (d).

Debt bondage: ([22 U.S.C. 7102](#))

The term "debt bondage" means the status or condition of a debtor arising from a pledge by the debtor of his or her personal services or of those of a person under his or her control as a security for debt, if the value of those services as reasonably assessed is not applied toward the liquidation of the debt or the length and nature of those services are not respectively limited and defined.



What is Trafficking in Persons (TIP)?

Involuntary servitude: ([22 U.S.C. 7102](#))

The term "involuntary servitude" includes a condition of servitude induced by means of—

- (A) any scheme, plan, or pattern intended to cause a person to believe that, if the person did not enter into or continue in such condition, that person or another person would suffer serious harm or physical restraint; or
- (B) the abuse or threatened abuse of the legal process

Child soldier: ([22 U.S.C. 2370c](#))

Consistent with the provisions of the Optional Protocol to the Convention of the Rights of the Child, the term "child soldier"-

(A) means-

- (i) any person under 18 years of age who takes a direct part in hostilities as a member of governmental armed forces, police, or other security forces;
- (ii) any person under 18 years of age who has been compulsorily recruited into governmental armed forces, police, or other security forces;
- (iii) any person under 15 years of age who has been voluntarily recruited into governmental armed forces, police, or other security forces; or
- (iv) any person under 18 years of age who has been recruited or used in hostilities by armed forces distinct from the armed forces of a state; and

(B) includes any person described in clause (ii), (iii), or (iv) of subparagraph (A) who is serving in any capacity, including in a support role such as a cook, porter, messenger, medic, guard, or sex slave.

Uniform Code of Military Justice (UCMJ)

[Article 134](#) of the UCMJ prohibits certain activities related to trafficking in persons. Prosecutable offenses under Article 134 in the UCMJ related to sex trafficking include:

- Prostitution;
- Patronizing a prostitute;
- Pandering by compelling;
- Inducing, enticing, or procuring an act of prostitution;
- Pandering by arranging or receiving consideration for arranging for sexual intercourse or sodomy



Examples of Trafficking in Persons in the Department of Defense

Child Sex Trafficking Case

In 2013, a military criminal investigative organization initiated an investigation following notification that Homeland Security Investigations had arrested a woman in the Philippines who was producing child pornography and selling it to Americans. Western Union transactional history revealed a U.S. military officer paid the woman \$36,000 during the previous 6 years to engage in sex acts with children and purchase child pornography. Analysis of the officer's emails revealed he was planning a sex tourism trip to the Philippines to engage in sex acts with minors. The officer either raped or sexually assaulted the 12 identified children. He was arrested and pleaded guilty to 8 counts of Article 120B (Conspiracy to Commit Sexual Assault of a Child), 2 counts of Article 120 (Conspiracy to Commit Rape of a Child), 6 counts of Article 120 (Sexual Abuse of a Child), and 2 counts of the Uniform Code of Military Justice, Article 134 (Receipt of Child Pornography).

Sex Trafficking Case

In 2014, a U.S. military officer was charged with recruiting young female soldiers for a prostitution ring at Fort Hood. According to a female soldier, he enticed her into a prostitution ring, took pictures of her nude to distribute to potential clients, and forced her to engage in sexual acts. At the time of the accusation, the alleged perpetrator was a representative for the Sexual Harassment/Assault Response and Prevention Program for his battalion. The Soldier pleaded guilty to multiple offenses and was sentenced to 24-months confinement, reduction to E1, and a Dishonorable Discharge. Another Soldier, a Master Sergeant, was convicted of patronizing a prostitute and adultery and sentenced to a reduction in rank to E7 and a reprimand.

Labor Trafficking Case

In 2014, a Special Inspector General for Afghanistan (SIGAR) special agent attended a meeting at the office of RONCO, a company hired to conduct entrance and exit interviews of all contractor employees at Kandahar Airfield (KAF). There, a Sri Lankan working for a Canadian company specializing in passenger and cargo transport told RONCO that his supervisor solicited a \$600 payment from him during his job interview. The supervisor said the payment covered airfare to Afghanistan. In March 2014, SIGAR interviewed the Sri Lankan and six other Sri Lankans and confirmed that four of the six paid the supervisor \$600 out of their first few paychecks. SIGAR then interviewed the supervisor who admitted he forced employees to pay these fees, which he pocketed. SIGAR reported this to the company director. The company interviewed the supervisor who confessed, was terminated, and sent back to Sri Lanka. They also referred him to the Army for debarment and he was debarred. They reimbursed the Sri Lankan workers what they had paid the supervisor.



Examples of Trafficking in Persons in the Department of Defense

Labor Trafficking Case

In 2012, the Defense Contract Management Agency (DCMA) conducted an audit in response to a report from a Service member that an employee of a subcontractor working on the installation had reported that he and others were being beaten by their employer. Auditors also discovered safety issues including substandard housing conditions such as unsanitary water, cockroach infestation, no working fire extinguishers, and a 2 x 2 foot hole in the roof. In addition, four individuals were found locked in rooms. DCMA documented a total of eight non-conformances at the site. After a second audit, DCMA issued a Corrective Action Request (CAR) to the prime contractor and submitted a report for a possible criminal investigation. The prime contractor responded quickly to the issues with the subcontractor to correct the non-conformances. DCMA followed up to ensure that the subcontractor had corrected the issues and closed the case the next year.

Child Soldiering Case

In 2012, armed terrorist groups in Afghanistan reportedly recruited and used 47 children as child soldiers. They used most of the children to manufacture and plant improvised explosive devices and to transport provisions. At least 10 children were used to conduct suicide attacks. That year, a 16-year-old boy killed himself while conducting a suicide attack at the entrance to the International Security Assistance Force (ISAF) headquarters in Kabul. During the attack, seven children were killed and two others were injured.



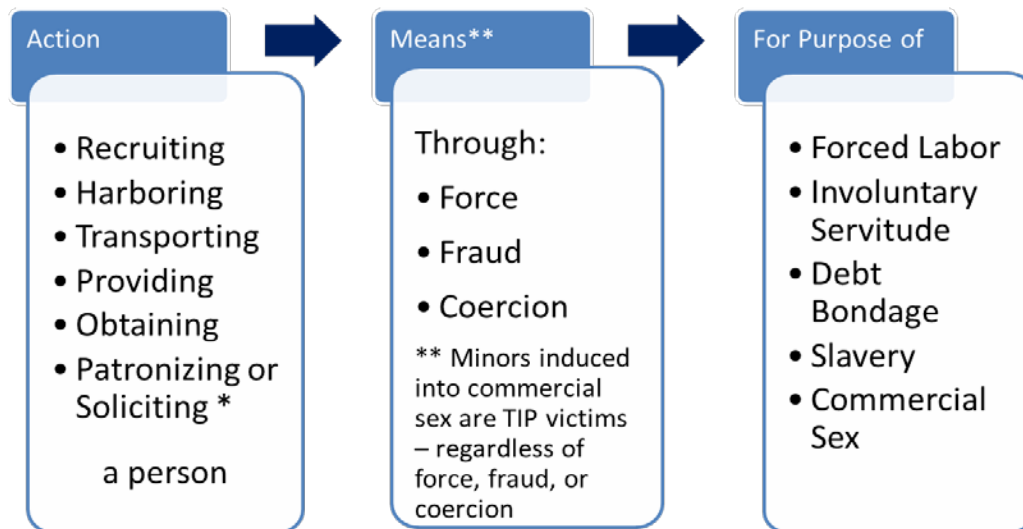
Frequently Asked Questions

What is Trafficking in Persons (TIP)?

Trafficking in Persons (TIP) is the use of **force, fraud, or coercion** to compel persons to provide labor or services or commercial sex.

The Department of Justice identifies three main elements necessary to trafficking in persons: Action, Means, and Purpose (AMP). This is a visual depiction of the federal definition of severe forms of trafficking in persons in the Trafficking Victims Protection Act of 2000 (TVPA), Public Law 106-386.

Trafficking Victims Protection Act of 2000 (TVPA)



* Patronizing and Soliciting refer to sex trafficking only

Where are trafficking victims found?

Victims of **sex trafficking** can be found anywhere; some common “fronts” for trafficking are:

- Bars and Brothels
- Dance clubs and strip clubs
- Massage parlors and spas
- Escort services
- Private parties
- Pornography industry

As they are identified, many commanders put these establishments “off-limits” for military personnel.

In the DoD, **labor trafficking** occurs most often in contracts or subcontracts for labor intensive industries including:

- Food services
- Janitorial services
- Construction sites
- Security forces (privately contracted guard services)



Frequently Asked Questions

How does TIP affect Mission Readiness?

- Sex traffickers operating near U.S. military installations target Service members
- Contractor employees on government contracts for military installations have been subjected to paying recruitment fees, and to unsafe working and living conditions, violence, and abuse
- Children are trafficked by extremist groups to serve as child soldiers
- Terrorists, organized crime, and extremist groups use trafficking in persons to fund their crimes

What are some administrative remedies for contractors engaging in TIP violations?

- Criminal penalties
- Show Cause Notice
- Cure Notice
- Suspension and Debarment

Where do I report TIP crimes?

- To your Chain of Command
- The Inspector General Hotline website: <http://www.dodig.mil/hotline/>
- Call the Inspector General Hotline: 1-800-424-9098
- Call the National Human Trafficking Hotline: 1-888-373-7888

Where can I learn more?

- The CTIP website, ctip.defense.gov, provides links to:
 - [Standard Curriculum Toolkit](#)
 - Resources such as [posters](#), [TIP indicator sheet](#), and [worker's rights wallet cards](#)
 - [Laws, policies, and guidance](#)
 - And much more – please explore!

What CTIP trainings are available for DoD personnel?

- [General Awareness](#) – provides the basic context on how to recognize and combat TIP
- [Investigative Professionals](#) - for military police, criminal investigators, inspector general personnel, and other military or DoD civilian law enforcement personnel who conduct inquiries, to include: investigations, inspections, assessments, audits, or evaluations
- [Acquisition Professionals](#) - for DoD personnel with job responsibilities that require daily contact with DoD contractors, grant and cooperative agreement recipients, or foreign national personnel
- [DoD Education Activity](#) – for DoDEA educators and school staff
- [Legal Counsel](#) – for personnel working in the legal community



CHARTER

Department of Defense Combating Trafficking in Person Task Force

I. PURPOSE

This charter establishes the Department of Defense (DoD) Combating Trafficking in Persons (CTIP) Task Force as the primary avenue for DoD and partner communities to coordinate prevention efforts and bring consistency to the DoD CTIP program.

The CTIP Task Force promotes and facilitates Department-wide sharing of lessons learned, best practices, and methodologies to most effectively minimize the possibility of trafficking in persons offenses by DoD personnel. It also assists the Office of the Under Secretary of Defense for Personnel and Readiness (OUSDP&R)) in providing support to trafficking in persons programs throughout DoD, including training and awareness programs. The Task Force works to improve DoD oversight, identify gaps, and integrate and improve DoD CTIP related processes and procedures.

II. OBJECTIVE

The objective of the CTIP Task Force is to provide a forum to coordinate and collaborate approaches to CTIP within DoD. The Task Force provides avenues that unify efforts across the DoD enterprise in areas such as CTIP training and training materials, development and dissemination of CTIP policies and policy oversight, and implementation. In addition, the Task Force assists in informing and advising stakeholders across the DoD enterprise on CTIP-related issues.

III. BACKGROUND

DoD has a zero tolerance policy regarding trafficking in persons for its military, civilian, and contractor personnel. DoD executes this program through comprehensive policies, training, and enforcement methods. The CTIP Task Force allows for a collaborative forum to coordinate, share, and execute concepts to prevent trafficking in persons issues and enforce the Department's zero tolerance policy.

IV. MEMBERSHIP

The Task Force is chaired by the CTIP Program Manager within OUSDP&R) Defense Human Resources Activity (DHRA). Task Force membership is at the Action-Officer level but should consist of individuals who can authoritatively represent their Service/Agency CTIP Program.

The following organizations are standing Task Force members:

- Joint Staff
- The Military Services
- The Combatant Commands
- DoD General Counsel

- Office of the Undersecretary of Defense for Policy
- Office of the Undersecretary of Defense for Acquisition, Technology, and Logistics
 - Defense Contract Management Agency
 - Defense Logistics Agency



- Defense Procurement and Acquisition Policy
- OUSD(P&R)
- DoD Inspector General
- US Army Corps of Engineers
- Military Exchange Services

The following organizations are encouraged to attend when relevant:

- Non-DoD Federal Agencies
- Joint Theater Support Contracting Command
- Office of the Assistant Secretary of Defense for Public Affairs
- Other DoD Components and stakeholder organizations

V. ROLES AND RESPONSIBILITIES

The Chair is designated by the Director, DHRA, and is responsible for:

- Providing oversight and direction to the CTIP Task Force
- Collaborating with stakeholders to identify current and future issues that pertain to DoD equities
- Including additional attendees and subject matter experts, as appropriate
- Establishing subgroups to address specialized CTIP issues, as appropriate
- Coordinating meeting agendas and associated presentations
- Recording and distributing meeting summaries for distribution to Task Force Members
- Facilitating communications and information sharing with Task Force members and stakeholders

Task Force Members are responsible for:

- Actively participating in CTIP Task Force meetings, as well as identifying an alternate who can attend in the absence of the primary representative
- Communicating policies, DoD guidance, and meeting content back to their Service/Agency leadership
- Providing advice and guidance regarding DoD policies, plans, programs, and requirements for effectively combating trafficking in persons
- Sharing best practices, lessons learned, and other relevant experiences with fellow Task Force members in order to collectively improve DoD's capabilities to effectively combat trafficking in persons
- Reviewing and responding to Task Force emails and other documentation
- Providing topics, speakers, and subject matter experts to the Chair for consideration as content at Task Force meetings
- Providing support as requested to the Chair, including responding to data and information request queries
- Assisting with DoD CTIP policy development and program oversight

VI. COORDINATION

The CTIP Program Management Office coordinates the CTIP Task Force meetings. The Task Force meets on a quarterly basis (the second Wednesday of January, April, July, and October). All meeting materials are distributed prior to the meeting. All Task Force members shall participate in person or over the phone. If a primary Task Force Member is unable to attend, an alternate should be designated as appropriate. Questions regarding this Charter or further information regarding CTIP can be directed to dodctip@mail.mil.



I. EFFECTIVE DATE

This Charter is effective immediately upon signature and shall remain in effect until amended or otherwise revoked. This Charter shall be reviewed annually, or as needed, to ensure currency and relevance.

Pamela S. Mitchell

Pamela S. Mitchell
Director, Defense Human Resources Activity

16 OCT 2014

Date