



# Department of Defense **INSTRUCTION**

**NUMBER 5035.01**  
January 31, 2008

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DA&M

**SUBJECT:** Combined Federal Campaign (CFC) Fund-Raising Within the Department of Defense

- References:**
- (a) DoD Directive 5035.1, "Combined Federal Campaign (CFC) Fund-Raising Within the Department of Defense," May 7, 1999 (hereby canceled)
  - (b) DoD Instruction 5025.01, "DoD Directives Program," October 28, 2007
  - (c) DoD Directive 5105.53, "Director of Administration and Management," November 23, 1998
  - (d) Title 5, Code of Federal Regulations, Part 950, "Solicitation of Federal Civilian and Uniformed Service Personnel for Contributions to Private Voluntary Charitable Organizations," current edition
  - (e) through (g), see Enclosure 1

## 1. REISSUANCE AND PURPOSE

This Instruction reissues Reference (a) as a DoD Instruction in accordance with the guidance in Reference (b) and the authority in Reference (c).

## 2. APPLICABILITY

This Instruction applies to the Office of the Secretary of Defense (OSD); the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter referred to collectively as the "DoD Components").

## 3. POLICY

It is DoD policy that the CFC is the only authorized solicitation of employees in the Federal workplace on behalf of charitable organizations. The campaign is intended to reduce disruptions in the workplace by consolidating all approved solicitations into a single, annual, officially supported campaign.

#### 4. PROCEDURES

4.1. The policies, programs, and procedures prescribed in Reference (d) shall be applied by DoD Components to all authorized CFC fund-raising solicitations at DoD installations and activities.

4.2. Section 950.108 and 950.602 of Reference (d), Executive Order 12353 (Reference (e)), and DoD 5500.7-R (Reference (f)), establish restrictions on solicitation activities and methods. No employee may be coerced in any way to participate or contribute to the campaign.

4.3. The DoD Overseas Combined Federal Campaign is conducted in a consistent manner according to DoD Instruction 5035.05 (Reference (g)), during a period between September 1 and December 15 (the length may be determined by local campaign leadership) at all overseas areas served by the Combatant Commands (except Alaska, Hawaii, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, Guam, the Commonwealth of Northern Mariana Islands, and American Samoa).

4.4. The Department of Defense is authorized limited use of its resources, including appropriated funds, in support of the CFC. The use of appropriated funds is limited to expenses related to CFC kickoffs, rallies, victory events, awards ceremonies, and other similar events that build support for the CFC, but that are not directly involved in fund-raising (such as carnivals, car washes, and sporting events). The use of appropriated funds for personal gifts, or any other item or activity that is not essential to support the CFC, is not authorized. For the DoD CFC overseas program, this authority extends to the use of installation-level CFC administrative and logistical support, and the use of military aircraft to transport CFC materials on a "space available" basis.

4.5. To aid CFC fund-raising, innovative promotional events and activities such as car washes, raffles, lotteries, bake sales, carnivals, athletic events, or races are permitted during the annual campaign period. Such special events must conform to the guidance in paragraph 4.2. Reference (f) also provides guidance on such activities, including specific limitations on those events that involve gambling activities.

4.6. See Reference (f) for guidance on non-CFC fund-raising.

4.7. As an exception to policy and as specified in Reference (d), fund-raising solicitations conducted by organizations composed of civilian employees or members of the Uniformed Services among their own members for organizational support, or for the benefit of specific member welfare funds, are permitted and may be conducted in the workplace. However, such solicitations should be limited in number and scope during the official CFC period in order to minimize competition with CFC.

4.8. True voluntary giving is fundamental to Federal fundraising activities. Actions that do not allow free choices or create the appearance employees do not have a free choice to give or not to give, or to publicize their gifts or to keep them confidential, are contrary to Federal fundraising policy. Activities contrary to the non-coercive intent of Federal fundraising policy are not permitted in campaigns. They include, but are not limited to:

4.8.1. Solicitation of employees by their supervisor or by any individual in their supervisory chain of command. This does not prohibit the head of an agency to perform the usual activities associated with the campaign kickoff and to demonstrate his or her support of the CFC in employee newsletters or other routine communications with the Federal employees.

4.8.2. Supervisory inquiries about whether an employee chose to participate or not to participate or the amount of an employee's donation. Supervisors may be given nothing more than summary information about the major units that they supervise.

4.8.3. Setting of 100 percent participation goals.

4.8.4. Establishing personal dollar goals and quotas.

4.8.5. Developing and using lists of non-contributors.

4.8.6. Providing and using contributor lists for purposes other than the routine collection and forwarding of contributions and allotments, and as allowed under Section 950.601 (Reference (d)).

4.8.7. Using as a factor in a supervisor's performance appraisal the results of the solicitation in the supervisor's unit or organization.

## 5. RESPONSIBILITIES

5.1. The Director of Administration and Management (DA&M), Office of the Secretary of Defense, shall be responsible for the general administration of the fund-raising program for the Department of Defense and shall perform the following specific functions:

5.1.1. Issue policy, instructions, and procedures required for the effective operation of the CFC fund-raising activities of the Department of Defense.

5.1.2. Provide advice and assistance on the policy, objectives, and procedures of CFC fund-raising activities of the Department of Defense.

5.1.3. Uphold the policy of voluntary giving and ensure employee choice during the CFC fund-raising campaign.

5.1.4. Provide methods to investigate employee complaints of undue pressure and coercion regarding CFC donations.

5.2. The Director, Voluntary Campaign Management Office (VCMO), Human Resources Directorate, Washington Headquarters Services, shall:

5.2.1. Serve as the coordinator for DoD CFC fund-raising activities shall:

5.2.2. Assist in managing and administering CFC fund-raising solicitations within the Department of Defense.

5.2.3. Accumulate and distribute reports of accomplishments, as required.

5.2.4. Maintain liaison for the Department of Defense with, and assist, the Director of the Office of Personnel Management, or designee, and other CFC-affiliated organizations as appropriate, on CFC fund-raising activities.

5.2.5. Publicize program requirements throughout the Department of Defense.

5.2.6. Answer inquiries about the CFC fund-raising activities from officials and employees and from external sources.

5.2.7. Arrange for investigation or corrective action on complaints that allege violation of CFC fund-raising activity requirements.

5.2.8. Evaluate all CFC DoD fund-raising activities as required.

5.3. The Heads of the DoD Components (continental United States (CONUS)) shall be responsible for the internal operation and administration of the CFC fund-raising program within their respective organizations, consistent with this Instruction and other applicable guidance, and shall:

5.3.1. Issue implementing instructions and procedures required for the effective operation of, and participation in, CFC fund-raising activities.

5.3.2. Prepare such reports and data as required.

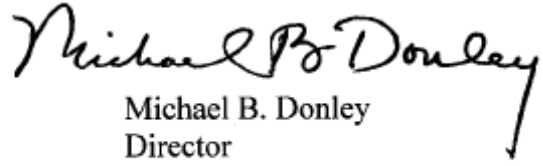
5.3.3. Establish or continue any committee composed of representatives of management and employees that may be required to assist in operating CFC fund-raising activities.

5.3.4. Evaluate all Component-related CFC activities, as required, and forward all program evaluations and CFC fund-raising improvement recommendations to the DA&M.

5.4. Commanders of the Combatant Commands and Heads of the Other DoD Components (outside CONUS) located in overseas areas served by the Combatant Commands (except Alaska, Hawaii, Puerto Rico, the U.S. Virgin Islands, Guam, the Commonwealth of Northern Mariana Islands, and American Samoa) shall comply with all administrative, accounting, and reporting procedures specified in Reference (g).

6. EFFECTIVE DATE

This Instruction is effective immediately.

  
Michael B. Donley  
Director  
Administration and Management

Enclosure - 1

E1. References, continued

E1. ENCLOSURE 1

REFERENCES, continued

- (e) Executive Order 12353, “Charitable Fund-Raising,” March 23, 1982, as amended by Executive Order 12404, “Charitable Fund-Raising,” February 10, 1983
- (f) DoD 5500.7-R, “Joint Ethics Regulation,” August 30, 1993
- (g) DoD Instruction 5035.05, “DoD Combined Federal Campaign – Overseas (CFC-O),” October 12, 1999