



PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
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WASHINGTON, D.C. 20301-4000

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, COST ASSESSMENT AND PROGRAM
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INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
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ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: New Beginnings Phased Implementation of the Defense Performance Management and Appraisal Program Beginning April 2016

New Beginnings is a collaborative process focused on developing and implementing new personnel authorities by institutionalizing a culture of high performance through greater employee/supervisor communication and accountability, increased employee engagement, transparent processes, and improved capabilities in recruiting, developing, and rewarding our workforce.

A significant element of New Beginnings is the development and implementation of the new Department-wide performance management program. The vast majority of our civilian workforce will be covered by the Defense Performance Management and Appraisal Program, which will create a fair, credible, and transparent performance appraisal process throughout the Department. This program will link individual performance to Department of Defense (DoD) values and organizational mission; will ensure ongoing recognition and communication between employees and supervisors throughout the appraisal cycle; and will be critical to effective mission accomplishment and increased employee engagement.

In April 2016, the DoD will initiate a phased implementation of the Defense Performance Management and Appraisal Program. The following DoD components/agencies have been designated for transition in April 2016:

- Office of the Secretary of Defense
- Department of the Army – Civilian Human Resources Agency
- Department of the Navy – Office of Civilian Human Resources, Headquarters
- Defense Information Systems Agency
- National Defense University
- Washington Headquarters Services
- Defense Legal Services Agency Headquarters
- Defense POW/MIA Accounting Agency
- Defense Security Cooperation Agency
- Defense Technology Security Administration
- Office of Economic Adjustment
- Pentagon Force Protection Agency

Organizations/agencies transitioning in April 2016 should review and complete the attached Readiness Checklist prior to transitioning into the Defense Performance Management and Appraisal Program. Please return your signed Readiness Checklist to the Defense Civilian Personnel Advisory Service Integrated Program Team mailbox at dodhra.mc-alex.dcpas.cal.new-beginnings-cal@mail.mil 45 days prior to your Component's implementation date.

I am confident that you share my goal of building a strong force of the future, and I thank you for your continued leadership, support, and engagement in the success of all related efforts. My point of contact is Ms. Paige Hinkle-Bowles, Deputy Assistant Secretary of Defense for Civilian Personnel Policy, who can be reached at (703) 614-9487.



Brad Carson
Acting Principal Deputy

Attachment:
As stated