



DEPUTY SECRETARY OF DEFENSE
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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
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DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER
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DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: New Beginnings Progress and Implementation

Our people are our most important asset and are critical to accomplishing the Department of Defense's mission. Therefore, recruiting and retaining the best talent in our civilian workforce is a key element of the Department's ability to build a strong force of the future and to maintain our superiority well into the 21st century. In the coming years, the Department has many opportunities to build upon the strengths of our civilian workforce, and we have already made progress to that end through an effort known as "New Beginnings."

"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.

Employees continue to provide important insight into the Department's policies and practices associated with these new personnel authorities. At the Department level, we have made great strides in creating an environment of cooperation and trust through predecisional input into these new policies and processes. We know this relationship will be paramount to developing the cultural and attitudinal changes necessary as we build the force of the future. I ask that you continue your cooperation with and inclusion of labor representatives at all levels of exclusive recognition, to the extent permitted by law.



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To date, the Department has implemented several "New Beginnings" initiatives that will assist supervisors, managers, and commanders in streamlining the hiring process. One of the most noteworthy is a Hiring Manager's Toolkit, which was launched in May of this year, and serves as a "one stop shop" for a variety of resources a hiring official needs in order to effectively carry out a hiring action. This toolkit can be found at <https://dodhrinfo.cpms.osd.mil/>.

Moving forward, we will be deploying a Department-wide performance management and appraisal program that will cover the vast majority of our civilian workforce and will create a fair, credible, and transparent performance appraisal process throughout the Department. The Office of the Secretary of Defense staff will be part of the phased implementation that will begin in April 2016. This enterprise program will link individual performance to Department of Defense values and organizational mission, and will ensure ongoing recognition and communication between employees and supervisors throughout the appraisal cycle. This program will be critical to effective mission accomplishment, as well as increased employee engagement.

I am confident you share my goal to build 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.

