



PERSONNEL AND  
READINESS

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

MAR 21 2011

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Civilian Senior Executive/Equivalent (CSE) Efficiency Implementation Plan

On March 14, 2011, the Secretary, as part of the Department of Defense Efficiency Initiative, approved the elimination or downgrading of approximately 200 civilian Senior Executive Service or equivalent (Civilian Senior Executive/Equivalent (CSE)) positions, and designated the Under Secretary of Defense, Personnel and Readiness (USD(P&R)) to lead the implementation of this reduction. At the direction of Dr. Stanley, I will be providing detailed guidance regarding the procedures to be followed in achieving the efficiencies as directed by the SecDef. This office will provide oversight to ensure the procedures are implemented in a consistent manner across the Department.

For the position eliminations approved by the SecDef, Civilian Personnel Policy (CPP) shall execute an implementation strategy to place affected personnel over the next 24 months. Every effort will be made to retain key talent in the Department and minimize impact to personnel and the mission. To ensure that Components are provided the opportunity to implement internal strategic manning plans, they will use the first 12 months to implement retention strategies. A DoD implementation team with Component representation has been created to assist with potential hurdles and to ensure that all necessary steps are being taken to guarantee minimal impact for our affected CSE. At the end of the 12-month mark, analysis will be conducted to determine if a more aggressive approach is necessary.

Based on the Department's historical retirement, reassignment and separation rates, it is not anticipated that a Reduction in Force (RIF) or the use of Voluntary Early Retirement Authority/Voluntary Separation Incentive Payments (VERA/VSIP) will be necessary, and that all impacted career CSEs would receive an offer of assignment. In the event a RIF or the use of VERA/VSIP is determined to be necessary, this would be raised to DoD leadership prior to taking any action, to ensure a Department-wide approach.

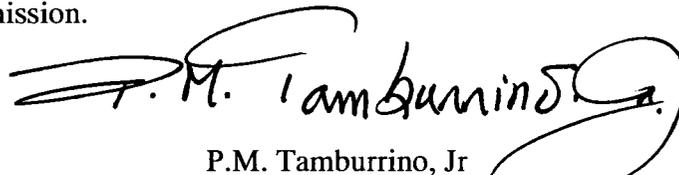
Additionally, to ensure we reach our targeted number, I am instituting several steps in our hiring process that must be incorporated immediately into your internal procedures when filling any vacancy, regardless of tier except where stated:

- As a first step, review internal Component candidates ensuring that all internal Component personnel affected in the reduction of positions are considered.
- As a second step, review the DoD-wide roster of personnel affected in the reduction of positions.

- As a third step, call for DoD-wide slates from across the Department (not required for Tier 1 positions).

In the rare event a mission-critical requirement arises that requires an exception to the above process, or a position cannot be filled after exhausting the steps above, a justification must be provided to the USD(P&R). This justification should include an explanation of the reasons why the position must be filled and the mission impact if it is not. It should also include why the position could not be filled using the process outlined above. All submissions should be sent to me for review before submission to the USD(P&R). This process will ensure that consistent processes are used and equitable consideration is provided to all CSEs affected in the reduction of positions.

Thank you for your continued support as we embark on a complicated but necessary endeavor. Every effort will be made to retain key talent in the Department and minimize impact to personnel and the mission.

A handwritten signature in black ink, appearing to read "P.M. Tamburrino, Jr.", with a large, stylized flourish at the end.

P.M. Tamburrino, Jr  
Deputy Assistant Secretary of Defense  
Civilian Personnel Policy

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