



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

JUL 11 2016

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 EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE
AFFAIRS
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: New Beginnings: Continued Implementation of the Defense Performance
Management and Appraisal Program

In April 2016, the Department of Defense (DoD) began phased implementation of the Defense Performance Management and Appraisal Program (DPMAP), a significant element of New Beginnings. DPMAP aims to create a fair, credible, and transparent performance appraisal process throughout the Department, and calls for institutionalizing a culture of high performance through greater employee/supervisor communication and accountability, increased employee engagement, and added transparency in these processes.

The vast majority of the Department's civilian workforce will ultimately be covered by DPMAP, and DoD organizations will continue to transition their employees in a phased approach through 2018, with the next group of organizations implementing in October 2016. By the end of the 2018 performance appraisal cycle, we anticipate that all covered DoD civilians scheduled for transition into the new program will be under a single performance management program, unifying these covered employees under a standard rating cycle, pattern, and process, managed through use of an enterprise automated tool.

The implementation schedule for employees in the remaining organizations scheduled for transition between October 2016 and October 2018 is attached (Attachment 1). Organizations will communicate their transition plans to their workforce, to include training requirements, and will comply with any labor relations obligations. Organizations needing additional time to satisfy collective bargaining obligations will be afforded that opportunity, pending notification to

the Deputy Assistant Secretary of Defense for Civilian Personnel Policy (DASD(CPP)). Other exceptions to this memorandum or requests for adjustments to the schedule must be approved by the DASD(CPP).

Organizations should review and complete the Readiness Consideration Guide and Checklist (Attachment 2) prior to transitioning into DPMAP. This document is intended to assist organizations with successful implementation by ensuring all pre-transition activities are at a sufficient level of preparedness. Action items listed in the Readiness Checklist are non-sequential and may be completed in accordance with each organization's specific implementation plan. Signed Readiness Checklists should be returned to the Defense Civilian Personnel Advisory Service New Beginnings Implementation Team's mailbox at: dodhra.mc-alex.dcpas.cal.new-beginnings-cal@mail.mil, 30 days prior to your organization's implementation date.

I thank you for your continued leadership, support, and engagement in the success of all efforts pertaining to New Beginnings and DPMAP. More information on the performance management program can be found at: <https://dodhrinfo.cpms.osd.mil/New-Beginnings/>.

My point of contact is Mr. Michael Beaupre, whom you may reach at michael.e.beaupre.civ@mail.mil.



Peter Levine
Acting

Attachments:
As stated

Defense Performance Management and Appraisal Program Implementation Schedule
October 2016-October 2018

- **Implementation, October 2016**
 - Navy (Office of Civilian Human Resources Operations Centers)
 - Defense MicroElectronics Activity
 - Defense Security Cooperation Agency (Non-WHS Serviced)
 - Defense Technical Information Center

- **Implementation, April 2017**
 - Army (All Grades):
 - West Point (Exclusive of Administratively Determined Employees)
 - US Army Europe
 - US European Command (Inclusive of US Army Element Shape)
 - US Army Test and Evaluation Command
 - US Army Network Enterprise Technology Command
 - US Army Criminal Investigation Command
 - Navy:
 - Bureau of Medicine and Surgery
 - Chief of Naval Operations
 - Commander, Navy Installations Command
 - Department of the Navy Assistant for Administration
 - Manpower, Personnel, Training, and Education (OPNAVNI)
 - Air Force (Except for Academic Faculty that is delayed until June 2017)
 - National Guard Bureau
 - Defense Contract Audit Agency
 - Defense Logistics Agency
 - Defense Media Activity
 - Department of Defense Human Resources Activity
 - Missile Defense Agency (Interns/Recent Graduates)
 - Office of the Inspector General of the Department of Defense
 - Joint Staff
 - Uniformed Services University of the Health Sciences

- **Implementation, May 2017**
 - Department of Defense Education Activity:
 - Headquarters
 - Americas Support Positions, Group I
 - Americas Area/Regional Office and District Superintendents Office
 - Department of Defense Dependents Schools, Pacific Area/Regional Office and District Superintendents Office
 - Department of Defense Dependents Schools, Europe Area/Regional Office and District Superintendents Office
 - Administrators (Principals and Assistant Principals)

- **Implementation, June 2107**
 - Air Force (Academic Faculty):
 - US Air Force Academy
 - Air University
 - Air Force Institute of Technology

Defense Performance Management and Appraisal Program Implementation Schedule
October 2016-October 2018

➤ **Implementation, July 2017**

- Army (ADs and WS/GS 13-15):
 - West Point (Inclusive of only Administratively Determined Employees)
 - US Army War College (Exclusive of Administratively Determined Employees)
 - US Army Training and Doctrine Command
 - US Army Materiel Command (Exclusive of FWS)
 - US Army North
 - US Army Acquisition Support Center
 - US Army Installation Management Command
 - US Military Entrance Processing Command
 - Headquarters, Department of the Army
 - US Army Cyber Command
 - US Army Africa
 - US Army Special Operations Command
 - Joint Activities
 - US Southern Command and Elements
 - US Africa Command and Element
 - US Forces Korea
 - US Army Element United Nations
 - US Joint Center for Intl Security Force Assistance
 - US Army Element US Special Operations Command
- Navy (Manpower, Personnel, Training, and Education/US Naval Academy)
- Defense Acquisition University
- Defense Health Agency:
 - Headquarters
 - National Capital Region Medical Directorate

➤ **Implementation, October 2017**

- Navy:
 - Commander, Navy Installations Command
 - Naval Education and Training Command
 - Naval Special Warfare Command
 - Naval Reserve Forces
 - United States Marine Corps
 - US Fleet Forces Command
 - US Pacific Fleet
- Defense Advanced Research Projects Agency
- Army (All Grades):
 - US Army Central Command

➤ **Implementation, November 2017**

- Army (WS/GS 9-12):
 - US Army War College (Exclusive of Administratively Determined Employees)
 - Headquarters, Department of the Army
 - US Army Training and Doctrine Command
 - US Army North
 - US Army Acquisition Support Center
 - US Army Installation Management Command

Defense Performance Management and Appraisal Program Implementation Schedule
October 2016-October 2018

- US Military Entrance Processing Command
 - US Army Africa
 - US Army Cyber Command
 - US Army Special Operations Command
 - Joint Activities:
 - US Southern Command and Elements
 - US Africa Command and Elements
 - US Forces Korea
 - US Army Element United Nations
 - US Joint Center for Intl Security Force Assistance
 - US Army Element US Special Operations Command
 - Army (All Grades):
 - US Army Medical Command
 - US Army South
 - US Army Forces Command (Exclusive of Army Reserve Command)
 - US Army Materiel Command (All Grades GS 12 and below, FWS Supervisors and Leaders)
- **Implementation, December 2017**
- Army:
 - US Army War College (Inclusive of only Administratively Determined Employees)
- **Implementation, April 2018**
- Army (All Grades):
 - US Army Corps of Engineers
 - Navy:
 - Bureau of Medicine and Surgery
 - Bureau of Naval Personnel
 - Chief of Naval Operations
 - Department of the Navy Assistant for Administration
 - Manpower, Personnel, Training, and Education (Naval Postgraduate School)
 - Military Sealift Command
 - Naval Air Systems Command (Headquarters and Program Executive Offices)
 - Naval Education and Training Command
 - Naval Facilities Engineering Command
 - Naval Supply Systems Command
 - Naval Reserve Force
 - Office of Naval Research
 - United States Marine Corps
 - Defense Commissary Agency
 - Defense Contract Management Agency
 - Defense Finance and Accounting Service
 - Defense Threat Reduction Agency
- **Implementation, May 2018**
- Department of Defense Education Activity:
 - Overseas Educators, Europe
 - Overseas Educators, Pacific
 - Americas, Educators

Defense Performance Management and Appraisal Program Implementation Schedule
October 2016-October 2018

- Europe – Support Positions
- Pacific – Support Positions

➤ **Implementation, June 2018**

- Army (WG/WL and GS 8 and Below):
 - Headquarters, Department of the Army
 - US Army War College (Exclusive of Administratively Determined Employees)
 - US Army North
 - US Army Training and Doctrine Command
 - US Army Acquisition Support Center
 - US Army Installation Management Command
 - US Military Entrance Processing Command
 - US Army Intelligence and Security Command
 - US Army Cyber Command
 - US Army Special Operations Command
 - US Army Africa
 - Joint Activities
 - US Southern Command and Elements
 - US Africa Command and Elements
 - US Forces Korea
 - US Army Element United Nations
 - US Joint Center for Intl Security Force Assistance
 - US Army Element US Special Operations Command
- Army (All Grades):
 - Army Reserve Command
 - Joint Special Operations Command
- US Army Materiel Command (All non-supervisor FWS)

➤ **Implementation, July 2018**

- Navy (Manpower, Personnel, Training, and Education/Naval War College)

➤ **Implementation, October 2018**

- Navy:
 - US Fleet Forces Command
 - US Pacific Fleet
 - Naval Sea Systems Command
 - Naval Air Systems Command
 - Strategic Systems Programs
 - United States Marine Corps (Marine Corps University)
- Army (All Grades):
 - US Army Pacific
 - US Army Military District of Washington

Performance Management Program Readiness Consideration Guide and Checklist

The Readiness Consideration Guide and Checklist are intended to assist Department of Defense (DoD) Components and Agencies in successful implementation of the Defense Performance Management and Appraisal Program (DPMAP) by ensuring all pre-transition activities are at a sufficient level of preparedness. Past experience with the implementation of similar programs indicates there are a number of considerations to be factored into the planning and pre-deployment processes which are identified herein to assist with a successful deployment.

As each Component/organization prepares for transition to the new DPMAP, there are many activities to complete and consider prior to transition. These activities and actions are documented herein under the Readiness Consideration Guide. When used, they will afford Components/organizations insight into the activities and actions necessary to ensure a successful transition into the DPMAP. These considerations are divided into five categories for easy reference: Transition Approach & Timelines; Labor Management Obligations; Communications; Training; and Automation. The Guide is not all inclusive; Components and agencies are encouraged to augment the guide as required to address their implementation requirements.

The Readiness Checklist, which follows the Readiness Consideration Guide, is the Component/organization's documentation of the most critical action items the organization must sufficiently address prior to the transition to the new DPMAP. Action items listed on the Readiness Checklist are non-sequential and Components may execute in accordance with their implementation plan. The Readiness Checklist must be signed and returned to the Director, Defense Civilian Personnel Advisory Service, 30 days prior to the Component/organization's transition into the new performance management program.

Readiness Consideration Guide

TRANSITION APPROACH & TIMELINES

- Determine/assign appropriate oversight responsibilities for implementation and program management.
- Identify military supervisors of civilian employees and ensure they are included in communications and training.
- Determine the impact of the new performance management program transition on any planned reorganizations or restructuring.
- Update existing performance management guidance for compliance with the new performance management program.
- Ensure awards and recognition policy is consistent with the new performance management program, and Component and Agency's internal controls are in place for award approval.
- Engage functional communities in defining performance levels and metrics for their communities. Ensure performance levels are defined consistently and appropriately across similar occupations.
- Review/update position descriptions, as needed.
- Revise performance management programs for consistency with the new performance management program.
- Review/revise related policies (merit promotion, training, etc.) for sufficiency, interdependence, and compatibility with the new performance management program.
- Ensure supervisory critical elements equal or exceed the number of non-supervisory (technical) performance elements on the performance plans of supervisors.
- Ensure new performance plans (elements and standards) are established within 30 calendar days of the beginning of the appraisal cycle.

LABOR-MANAGEMENT OBLIGATIONS

- Begin engaging bargaining unit representatives early in the process by sharing communications packages and other information.
- Review existing collective bargaining agreements to determine impact of implementing the new program.
- Satisfy all local bargaining obligations.
- Engage in labor/management cooperation throughout the transition process, encouraging the use of the Labor-Management forums to the greatest extent practical.
- Know which bargaining units will be impacted by the implementation, and identify their representatives.
- Deliver proper notification to the appropriate union representative in accordance with your Collective Bargaining Agreement and the Labor Relations Statute.

Readiness Consideration Guide

COMMUNICATIONS

This may be done at the Component and Agency level, organizational level, or both depending on the actual transition plan. Advance communication with general information from the Component level can be followed by more specific information at the organizational level prior to scheduled transition. The plan should include key DoD messages and may contain any or all of the following (as appropriate to each organization):

- Review and leverage the DoD New Beginnings Webpage (<https://dodhrinfo.cpms.osd.mil/New-Beginnings/>).
- Establish an organization-wide communication plan which may include Town Halls, newsletters, websites, etc.
- Include key DoD messages.
- Component senior leadership/Champion support statement for the new performance management program.
- Senior leadership communication to the workforce regarding the organization's strategic plan, mission, goals, and objectives.
- Leadership briefs at all levels of the organization regarding the Component's implementation plan and schedule.
- Leadership communications on change in the performance management approach, continuous feedback throughout the appraisal cycle, and not focused on end of year appraisal.
- Public Affairs office coordination.
- Method of forwarding questions to points of contact (POCs) and identification of types of questions for each POC (e.g., MyPerformance questions go to IT POC, ratings questions go to Human Resources (HR) POC).
- Methods to ensure all employees receive communications, such as those who do not normally have access to a Government computer. NOTE: if employees are represented by a union, comply with labor relations obligations.
- Ensure each communication, event, and step emphasizes supervisor-employee partnership in managing performance.
- Emphasize the linkage/cascade from strategic goals to organizational objectives to each employee's important contribution to overall mission.
- Post tools and information links for ready access by employees, supervisors, HR staff, and implementation team.
- Ensure proper notice is given to any bargaining unit being impacted by implementation. Notices should include sufficient information to make it clear that the Agency is implementing a change, such as DoD Instruction 1400.25, Volume 431, "DoD Civilian Personnel Management System: Performance Management and Appraisal Program," DoD Memoranda, a link to the New Beginnings webpage (<https://dodhrinfo.cpms.osd.mil/New-Beginnings/>), proposed implementation Date(s), and a Labor Relations POC for additional information.
- Ensure communications to employees include a reference to DoDI 1400.25, Volume 431, DoD Memoranda, a link to the New Beginnings webpage (<https://dodhrinfo.cpms.osd.mil/New-Beginnings/>), Implementation Date(s), and a POC for additional information.
- Ensure coordination with Component and Agency servicing HR Office.

Readiness Consideration Guide

TRAINING

- Align Component training plan to the overarching DoD Training Plan.
- Determine number and types of employees to be trained at each organizational location.
- Identify resources required to complete training plan and secure funding (e.g., printing of training materials, temporary duty for T3 trainers or attendees).
- Identify method to track training completion and determine method of training for small pockets of employees - including those at remote locations.
- Ensure all employees and supervisors covered by the new performance management program complete the DPMAP training.
- Determine the best delivery mechanisms (face-to-face, auditorium, video teleconference, Defense Collaboration Service, etc.).
- Determine and make available materials to conduct training (e.g., website URLs, briefing materials).
- Schedule facilities and equipment needed to conduct the training.
- Plan methods for notifying the workforce of training dates, locations, and topics.
- Ensure enforcement of mandatory performance management training.
- Consider coordinating training with other Components and/or agencies on same installation.
- Ensure a sufficient amount of Trainers within your organization, recommend 25 students per single trainer.

AUTOMATION (HR Information Technology & Website)

- Ensure Supervisory/Manager coding and the Supervisory Hierarchy (including military supervisors of civilians) in Defense Civilian Personnel Data System (DCPDS) have been reviewed and corrected, if necessary, to ensure proper access to the MyPerformance tool.
- Update/add links on Component and local web sites for MyBiz+ (access to MyPerformance), and other new performance management program information and guidance.
- Ensure DoDI 1400.25, Volume 431 "cover under New Beginning" field is properly coded in DCPDS. This code indicates whether or not an employee is "covered" in the new performance management program and grants access to the MyPerformance tool.
- Coordinate "covered employees" mass upload with your DCPDS Program Manager and Component Representative.
- Ensure Component and Agency servicing Human Resources Office is familiar with the DCPDS User Guide for how to maintain and activate the "covered under New Beginning" field for new/transitioning employees.

Readiness Checklist

This checklist is intended to assist Components in successful implementation of the Defense Performance Management and Appraisal Program by ensuring all pre-transition activities are at a sufficient level of preparedness. Action Items listed below are non-sequential and Components may execute in accordance with their implementation plan. Return your signed Readiness Checklist to the DCPAS New Beginnings Implementation Team's mailbox at: dodhra.mc-alex.dcpas.cal.new-beginnings-cal@mail.mil 30 days prior to your Component's implementation into the new performance management program.

Component	Agency/Activity	Implementation Date	Total # of Employees
Action Item		Date Completed	Initials
1)	Review/update related policies (merit promotion, awards, training, etc.) for sufficiency, interdependence, and compatibility with Defense Performance Management and Appraisal Program.		
2)	Develop and publish a plan for closing out existing performance appraisal cycle.		
3)	All local bargaining agreements have been reviewed with respect to the organization's transition into the Defense Performance Management and Appraisal Program and bargaining obligations have begun or have been met.		
4)	Identify trainers and schedule for DoD-led T3 training session. Ensure training schedules are in place for a seamless transition into the new performance management program.		
5)	The following DCPDS data elements have been certified as accurate:		
	<ul style="list-style-type: none"> • Supervisory/Manager code • Supervisory Hierarchy (including military supervisors of civilians) • Ensure all covered employees by DoDI 1400.25, Volume 431 have a "Y" in the "Covered under New Beginnings" field in DCPDS. 		
6)	Ensure all military supervisors of civilian employees have DCPDS MyBiz+ accounts.		
7)	Ensure the new Performance Management and Appraisal Program has been communicated to your workforce, to include any union notification.		
Comment Area:			

(Print Name and Sign) Component Director of Human Resources

 Date Approved