



UNDER SECRETARY OF DEFENSE

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

DEC 27 2011

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
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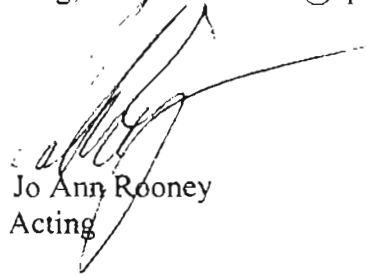
SUBJECT: Further Guidance for Placement of Impacted Civilian Senior Executives (CSEs)

On March 21, 2011, the Deputy Assistant Secretary of Defense (Civilian Personnel Policy) issued guidance concerning the filling of vacancies within the Department of Defense as a result of the Secretary of Defense's March 14, 2011, "Track Four Efficiency Initiatives Decision" memorandum. At this time, the Department has made significant strides in placing many of its impacted CSEs. I would like to extend my appreciation to the Fourth Estate and the Military Departments for their careful consideration of these individuals and request your continued support in placing our remaining affected CSEs.

To ensure we are successful in identifying reassignment opportunities, I am instituting a further requirement for offers made to our affected CSEs. It is imperative the Department align individuals with mission requirements in a way which benefits both the executive and the DoD. It is also the responsibility of the executive to ensure he or she is taking advantage of offered opportunities. While we are cognizant of the sensitive situation affecting these executives, the Department must also acknowledge that resources are extremely limited and it is imperative that we accomplish the full execution of efficiencies set forth by the Secretary of Defense. Therefore, once an affected executive has been offered one opportunity of placement and has declined, the Component shall execute a management directed reassignment of the affected CSE into the next available position for which the CSE is qualified to fill within the Component.

Components may still execute a management directed reassignment at any time. In the event an executive declines an initial opportunity for placement and fails to accept a management directed reassignment, Components are encouraged to take additional actions as appropriate to make effective use of our scarce executive resources.

Please keep in mind that the exception process for filling vacancies with candidates other than impacted CSEs, outlined in the March 21, 2011 memorandum is still in place and must be followed. Again, I appreciate your continued support during this difficult time. We will continue to ensure every effort is made to retain key talent within the Department. For any questions regarding this matter, please contact my point of contact, Suzie Torres, Manager, Talent Management and Succession Planning, at suzanne.torres@cpms.osd.mil or 703-696-1327.



Jo Ann Rooney
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