



OFFICE OF THE UNDER SECRETARY OF DEFENSE

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

PERSONNEL AND
READINESS

AUG 13 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Senior Executive Service and Senior Professional Performance
Management Benchmark Descriptors Initiative Questionnaire

On August 16, 2010, a link to the subject questionnaire will be sent to your senior workforce from CPMS_Exec_Questionnaire@previsor.com. The questionnaire will take no more than 30 minutes to complete. I ask that you encourage your members of the Senior Executive Service (SES) and Senior Professional (SP) workforce to complete the questionnaire thoughtfully and honestly, by the September 3, 2010, due date.

The Department is committed to a performance-driven culture. To achieve this objective, it is critical that the performance benchmark descriptors are written specifically enough to allow for meaningful distinctions. The data from the subject questionnaire will help inform the development of the descriptors that evidence such differentiations.

The development of the new benchmark descriptors will be accomplished in collaboration with PDRI, a research firm with extensive experience developing and implementing performance systems. Completed survey forms will be returned directly to PDRI for their analysis. The attached memorandum provides additional information on the initiative.

It is imperative that the Department's senior workforce participate in this questionnaire if we are to maintain a performance system that enables high performance and reflects the Department's 21st Century mission requirements. Therefore, I ask that you encourage maximum participation in this initiative.

If you have questions regarding this project, please contact Ms. Erin Moore at (703) 696-1720 or erin.moore@cpms.osd.mil. Thank you in advance for supporting this very important effort.


Kathleen A. Ott

Acting Deputy Under Secretary of Defense
Civilian Personnel Policy

Attachment:
As stated

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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SUBJECT: Senior Executive Service and Senior Professional Performance Management
Benchmark Descriptors Initiative

This memorandum advises you of the Department-wide effort to validate the Senior Executive Service (SES) and Senior Professional (SP) performance factors to the Department of Defense's (DoD) 21st century mission requirements. We are also revising the performance benchmark descriptors for the Senior Executive and Senior Professional Performance Appraisal Management System. To complete this effort, we are working with PDRI, a research firm with extensive experience developing and implementing performance appraisal systems in the Federal government.

You recently provided Senior Executives and Senior Professional members who volunteered to participate in a series of one-day workshops. The members provided valuable input to assist in revising draft performance factors and associated work behaviors to ensure they accurately and comprehensively describe the SES and SP jobs of the 21st Century.

The performance factors and work behaviors obtained from the workshops will serve as the content for an electronic survey that will be sent to all civilian Senior Executives and Senior Professionals across DoD. The survey will be used to identify the work behaviors that are critical to successful performance as an SES or SP in DoD.



DoD is committed to a performance-driven culture for the SES and SP community. The Department has made significant strides in improving the culture, but as we have moved forward on this journey, it has become clear that the performance benchmark descriptors may be too broad to easily make meaningful distinctions in performance. The support of you and your SES and SP members is vital to the success of this initiative and I encourage your participation in completing the survey which will be distributed under separate cover.

If you have any questions regarding this project, please contact Mary Lamary at CPMS (703-696-4802, mary.lamary@cpms.osd.mil).

Thank you very much for your input and assistance in this effort.



Gail H. McGinn

Deputy Under Secretary of Defense (Plans)
Performing the Duties of the
Under Secretary of Defense
(Personnel and Readiness)