



DEPUTY SECRETARY OF DEFENSE
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SEP 22 2009

MEMORANDUM FOR CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, COST ASSESSMENT AND PROGRAM
EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
CHIEF JUDGE, U.S. COURT OF APPEALS FOR THE
ARMED FORCES
CHIEF, NATIONAL GUARD BUREAU
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Fiscal Year (FY) 2009 Senior Executive Service and Senior Professional
Performance Appraisal Close-Out Guidance within the Fourth Estate

The FY09 Executive and Senior Professional Performance Appraisal cycle will end on September 30, 2009. As the Component Head for the Office of the Secretary of Defense, Joint Chiefs of Staff, Defense Agencies, and DoD Field Activities, hereafter referred to as the Fourth Estate, I am responsible for ensuring that our performance appraisal processes are consistent, transparent, and equitable across our organization. To assist me with managing these processes, I have delegated administrative authority to the Director of Administration and Management (DA&M).

The DA&M will disseminate detailed business rules and funding guidance in accordance with the authorities delegated in the DoD Directive 1403.01 and SC 920. I expect all leaders to ensure consistent implementation of the performance evaluation processes and procedures. At a minimum, actions will be in compliance with the following overarching guidance:

- Establish a clear linkage between the Executive's performance/outcomes and the goals of the organization;



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- Provide transparency by ensuring that Senior Executives understand the pay for performance process and their ratings;
- Ensure Executives and supervisors engage in face-to-face discussions about the Executives' performance;
- Ensure meaningful distinction in performance ratings; and
- Comply with submission timelines.

I appreciate your support in ensuring the Performance Review Board processes are managed consistently and ensure fair and equitable results across the Fourth Estate.

A handwritten signature in black ink, appearing to read "W. B. Byrne". The signature is fluid and cursive, with a large initial "W" and a long, sweeping tail.