



DEPUTY SECRETARY OF DEFENSE
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OCT 20 2005

MEMORANDUM FOR DEPARTMENT OF DEFENSE CIVILIAN
EMPLOYEES

SUBJECT: National Security Personnel System

Congratulations and thanks to all of our employees who have worked so effectively these past two years to develop the new DoD civilian personnel system – the National Security Personnel System or NSPS. For all of our employees who did not participate in the development but will benefit from that effort, I am pleased to announce that the regulations will be finalized and published in the Federal Register in the next few days.

NSPS has the promise to be a win-win-win for our employees, for the Department and for the Nation. The Department has had a lot of help along the way in developing this new system. Our primary partner has been the Office of Personnel Management (OPM), and we have also involved employees, public interest groups, all DoD components, union representatives, elected officials and others. In my judgment, the Department has succeeded in making this a collaborative and inclusive process. Now that the system is close to implementation, your continued help will be necessary.

The primary objective of NSPS is to stimulate an environment where all employees can excel, can be challenged with meaningful work and can be recognized for their contributions. To meet this objective, DoD leaders have committed to the following:

- Provide training and an open environment that supports you through the transition to a performance-based system, encouraging you to take ownership of your performance and success;
- Promote skill development and advancement opportunities as you grow and progress;
- Reward you for performance and contributions toward our Nation's defense;
- Transition to a culture where feedback and coaching are a vital part of day-to-day business;
- Ensure you know what is expected of you and have confidence in your manager's ability to rate you fairly and equitably;