DEPARTMENT OF WAR
WARFIGHTING ACQUISITION UNIVERSITY
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MEMORANDUM FOR SERVICE ACQUISITION EXECUTIVES
COMPONENT ACQUISITION EXECUTIVES
UNITED STATES COMBATANT COMMAND ACQUISITION EXECUTIVES
DIRECTORS OF THE DEFENSE AGENCIES AND DOW FIELD ACTIVITIES

Subject: Implementation of Mandatory Key Performance Objectives for the Civilian Warfighting Acquisition Workforce

References: (a) Section 826(a) of the National Defense Authorization Act for Fiscal Year 2026 (Public Law 119-60)
(b) Under Secretary of War (Acquisition and Sustainment) Memorandum, "Establishment of Key Performance Objectives for the Warfighting Acquisition Workforce," June 15, 2026

The purpose of this memorandum is to communicate the requirement to implement Key Performance Objectives (KPOs) for the civilian warfighting acquisition workforce. In accordance with reference (a) Section 826(a) of the National Defense Authorization Act for Fiscal Year 2026 and the reference (b) memorandum, covered civilian acquisition workforce members and their supervisors must incorporate KPOs in performance plans and appraisal processes starting in FY 2027 to align individual performance with Department priorities, Warfighting Acquisition System objectives, and mission outcomes.

KPOs strengthen the connection between day-to-day performance, acquisition outcomes, and the professional behaviors required to deliver capability at the speed and scale required by the Warfighter. Each covered employee performance plan must include, at a minimum, one Strategic Outcome KPO and one Workforce Behavioral KPO, tailored as appropriate to the employee's role, grade/broadband, duties, organizational mission, and applicable performance management system.

The attached KPO Supervisor Implementation Guidance provides supervisors with a common framework for developing, documenting, and assessing KPOs. The attached KPO Library provides model objectives by functional area and cross-functional examples that may be tailored to mission context and position responsibilities. These attachments support consistent implementation while preserving component flexibility to execute through existing performance management processes, systems, and procedures.

Additional supporting resources have been developed to assist leaders, workforce managers, HR professionals, supervisors, and employees with implementation and communication. These resources include a KPO Communications and Messaging framework with messages by audience; KPO Frequently Asked Questions (FAQs)

addressing anticipated stakeholder questions; and a KPO Infographic that provides a visual summary and handout for briefings, websites, and workforce communications.

In addition to performance planning and appraisal, organizations should use KPO performance information, consistent with applicable law, policy, and component procedures, to inform workforce lifecycle decisions such as hiring, assignments, promotions, awards and recognition, leadership development, certification, training, and continuous learning. The Defense Civilian Personnel Advisory Service will issue separate communication to the HR community addressing how KPOs should be reflected in performance management processes and considered, as appropriate, across these lifecycle activities.

Successful implementation of KPOs will support the Department's shift toward outcome-focused performance, responsible risk-taking, innovation, and competency-based evaluation. Leaders at all levels should champion this effort during the FY 2027 performance cycle and ensure supervisors have the information needed to apply KPOs consistently and effectively. For questions regarding acquisition workforce implementation, contact your respective Director, Acquisition Career Management or Director, Acquisition Talent Management.

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